

Central Carolina Technical College



2018-2019 Annual Effectiveness Report

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INTRODUCTION

Planning at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; and the result is continuous improvement in the institution's quality and demonstrates that the institution is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership through established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes. The Director of Planning and Grants coordinates all planning functions at the College and works with the College's SACSCOC Liaison to ensure the institution is following all Southern Association of Colleges and Schools Commission on College's accreditation standards related to planning and institutional effectiveness.

Mission Statement

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities. These are designed to develop the foundation for personal growth, economic development, and an improved quality of life through multiple learning environments including traditional and electronic instructional methods.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College serves students through traditional and non-traditional formats in multiple learning environments including online, electronic, and distance learning. (Revision approved by the Central Carolina Technical College Area Commission on January 15, 2015, and the South Carolina Commission on Higher Education on April 1, 2015.)

2015-2020 Strategic Plan Integration

With the conclusion of the 2010-2015 Strategic Plan in 2015, the College initiated the development of the 2015-2020 Strategic Plan in October 2014 with the distribution of the final plan in July 2015. This facilitated the integration of the new 2015-2020 Strategic Plan into the annual planning processes for 2018-2019. The areas of focus and supporting goals identified in the 2015-2020 Strategic Plan are as follows:

Area of Focus 1: Educating Students

CCTC provides accessible, affordable postsecondary education in a positive learning environment to students in its four-county service area. CCTC's programs effectively prepare students to enter the workforce or to transfer to four-year colleges.

Goal 1: The College will foster an environment conducive to student success.

Goal 2: The College will expand its accessibility and program offerings.

Goal 3: The College will strengthen students' pathways to four-year colleges.

Area of Focus 2: Faculty and Staff

CCTC's strongest resource is the people serving the College as faculty and staff members. CCTC offers its faculty and staff benefits, flexible work schedules, and professional development training. CCTC will continue to seek to identify additional resources to support the teaching and learning environment to retain and attract qualified, professional, and engaged faculty and staff.

Goal 4: The College will attract and retain quality faculty and staff.

Area of Focus 3: Partnerships

CCTC must maintain beneficial partnerships to accomplish its Mission and to better serve the constituents in the College's service area.

Goal 5: The College will strengthen its role with K-12 institutions and become a first-choice option for high school students.

Goal 6: The College will identify and maintain community, legislative, workforce, and higher education partnerships to accomplish its Mission.

Area of Focus 4: Workforce Development/Continuing Education

CCTC's educational noncredit programs partner with local businesses and industry to provide immediate and long-term, effective, hands-on training for their workforce in Clarendon, Kershaw, Lee, and Sumter counties. The College works to attract and retain new businesses and to anticipate the future workforce needs of the business community.

Goal 7: The College will expand the continuing education training and educational programs' scope and effectiveness within the community.

Area of Focus 5: Resources

CCTC will seek ways to increase its revenue flow through internal and external means. The College must also find ways to increase enrollment while keeping tuition reasonable.

Goal 8: The College will practice effective stewardship of its resources and seek new avenues of funding.

Review of Accomplishments of the 2018-2019 College Annual Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plans of action. This is an institution-wide practice and results in an integrated and comprehensive review of the Annual College Goals. While the specific detailed level of accomplishments is recorded at the division and departmental levels, the College accomplished many objectives during the 2018-2019 year on both the divisional and institutional levels. This roster of accomplishments supporting the 2018-2019 Annual Goals is evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College. The following section reflects the accomplishments for each of the College's Annual Goals for 2018-2019, and each goal was aligned with an area of focus and goal in the College's 2015-2020 Strategic Plan.

CCTC 2018-2019 COLLEGE ANNUAL GOALS

July 1, 2018 through June 30, 2019

Annual Goals Aligned with the 2015-2020 CCTC Strategic Plan Goals

1. Facilitate student learning in a technology-based environment to support student success through sound academic methodologies and the integration of the assessment of learning for continuous improvement.

- Developed 4 new programs of study for implementation in Fall 2019: Advanced Medical Coding Certificate, Logistics and Supply Chain Management Certificate, Marketing and Sales for Small Business Certificate and Office Management Certificate
- Conducted academic program reviews for 8 programs of study
- Conducted 24 advisory committee meetings to ensure linkages between instruction and workforce needs
- Maintained support services at off-site locations and expanded to include an ongoing evaluation of learning resources by the Librarian
- Implemented an electronic version of the application for the Special Populations Program available on the College website
- Developed a new Records process for pending applicants to inform them that the College has received their external official transcript and pending transfer credit may be awarded to them after admission
- Created a new bookstore website where students will be able to place orders for textbooks and have them shipped to their home address starting in Fall 2019
- Loaned laptops and tablets to 63 students through two grant programs
- Provided instructional environment resulting in student certifications as follows:
 - Machining & CNC Certifications – National Institute for Metalworking Skills Certificates: 51
 - Welding Certifications – NCCER Core Curriculum Certifications: 39
 - HVAC Certifications – HVAC Excellence Employment Ready Certifications: 62
 - Computer Certifications – CompTIA A+: 4; CompTIA Network+: 1; CompTIA Security+: 1; Cisco CCENT: 1

- Health Sciences Certifications – 100% of Surgical Technology August 2018 graduates passed the CST examination on first attempt; 100% of Massage Therapy August 2018 graduates passed the MBLEX examination on first attempt; 85% of Pharmacy Technology August 2018 graduates passed the ASHP examination on first attempt; 67% of Medical Assisting August 2018 graduates passed the AAMA examination on first attempt; and 98% of Associate Degree Nursing May and August 2018 graduates passed the NCLEX examination on first attempt; 100% of Nursing Aide students passed the NNAAP examination on the first attempt
- Implemented a new learning software, ALEKS, in Mathematics courses
- Completed the decommissioning of Banner 8; now fully operating on an upgraded Banner 9 platform
- Implemented a new backup and recovery solution to significantly enhance the College's e-Security services by utilizing encrypted, cloud-based storage to provide protection from threats such as malware and ransomware; implemented Cisco's Umbrella service to add additional security from phishing and malware
- Utilized Rural Utilities Services Distance and Learning Telemedicine Grant CONNECT classrooms to provide synchronous video and audio among Main, HSC, Lee, Kershaw, and Clarendon County campuses
- Served the following number of unduplicated students per term in distance education courses: Fall 2018: 2,151; Spring 2019: 2,108; Summer 2019: 1,302
- Made over 15,000 contacts with students through the support of the Freshman Advisors including contacts made via email, phone, and during class visits and technology training sessions

2. Implement institution-wide retention strategies reflecting the needs of the CCTC student population to increase retention for first-time, full-time freshmen and improve program completion with focus on the new student population through the College's Quality Enhancement Plan (QEP).

- Increased the Fall-to-Fall retention rate of first-time, full-time students from 53% (FY17) to 56% (FY19)
- Implemented Year 4 of the College's QEP, Smart Choices for Success, focused on retention and program completion of first-time freshmen
- Provided support services through TRIO Student Support Services, TRIO Veterans Upward Bound, Special Populations Program, Behavioral Intervention Team, Disability Services, and the PBI Program to improve student retention
- Increased the retention of high-need, STEM, and African-American male students through the strategies implemented in the PBI grant program
- Conducted 12 college visits/tours for 262 students to SC State, Coker College, Claflin University, Clemson Men of Color Symposium, Claflin University Men of Color Summit, Boeing, Cummins, McIntyre ANG, USC Leadership Conference, and CCTC Industrial and Engineering Technology programs through grant programs

- Offered 73 sections of COL-105: Freshman Seminar, a course focused on increasing academic skills for success and enhanced advising to support the retention and program completion of first-time students

3. Provide student support services and programs that address the diverse needs of the student population by connecting students with the College's services and programs to enhance the educational experience and support program completion.

- Hosted the 2nd annual Clarendon County Job Fair with 38 vendors and 240 participants and Come See Me Day in March 2019 with 350 participants
- Selected as Military Friendly School by the G. I. Jobs magazine for eighth consecutive year
- Offered special events for veteran students through Student Veterans Association, Veteran Resource Center, and VA Certifying Official including Memorial Day, "Veteran 101," and The Veteran's Forum as well as Green Zone training for faculty and staff to help them assist veteran students and their families
- Awarded over \$19M in financial aid to more than 3,800 students from public and private sources
- Reduced the FY19 Cohort Default Rate (CDR) by 3.3% from FY18 through partnership with Inceptia
- Conducted three student learning workshops about diversity, disability services, and Title IX including Smart Pen Orientation, Developmental Awareness and Diversity Event, and Sexual Trauma Services of the Midlands Healthy Relationships Workshop
- Offered certification opportunities to Special Populations Program students in Human Services & Paralegal
- Assisted 344 students with college applications, financial aid applications, scholarship information, and college placement testing through College and Career Coaches
- Hosted NASA Community College Aerospace Scholars Information Session in February 2019
- Hosted numerous events through Student Life to connect students to their peers and support services

4. Develop and implement a plan to increase program and course offerings at the Kershaw Campus, resulting in increased enrollment at that location. *[Includes institution-wide enrollment accomplishments]*

- Enrolled 3,483 students in Fall 2018 in over 50 programs of study
- Debuted the new Central Carolina Technical College Titan mascot at the 2019 Graduation Ceremony to help marketing and branding efforts
- Added Engineering Design Technology and Mechatronics as programs offered at Kershaw County Campus
- Expanded bookstore and library services at Kershaw County Campus
- Increased Central Carolina Scholars program enrollment by 22% from FY18 to FY19
- Recognized as #6 Nursing program in the state of South Carolina by www.RegisteredNursing.org

- Hosted iImagine CCTC, Kershaw Discovery Day, and Elgin High School Art Exhibit to increase visibility of the Kershaw campus and programs of study; and expanded test offerings at the Kershaw Testing Center
- Offered 14 Career and Learning Services workshops at the FE Dubose and Kershaw County Campuses
- Achieved a 14% increase in enrollment for TRIO Veterans Upward Bound program
- Implemented Instant Admissions Days to expedite admissions process for prospective students

5. Support program completion by increasing the College's graduation rate, and expand and promote transfer opportunities for the College's graduates.

- Awarded 683 degrees, diplomas, and certificates to 571 graduates (July 1, 2018 – June 30, 2019)
- Achieved a 92% college-wide placement rate for graduates placed directly in the workplace
- Achieved a college-wide graduation rate of 14% in FY19 (2015 cohort of first-time, full-time students)
- Hosted 2019 Graduation and College Transfer Fair with 30 colleges and universities attending and an increase of 142% in student participation compared to FY18
- Hosted Health Science Career Fair with 26 organizations and an increase of 200% in student participation compared to FY18
- Exceeded TRIO Student Support Services program goals for retention by 6% and graduation by 7%
- Formalized a transfer agreement with SC State University to streamline transfers between the institutions
- Continued target population retention programs through the Perkins, TRIO, and PBI programs
- Continued work on the administrative graduation process to award and notify students near program completion

6. Attract and retain qualified faculty and staff to support and deliver quality programs and service.

- Provided flexible schedules for employees to accommodate employee and institutional needs
- Voted as “Best Place to Work” in Sumter in *The Item's* 2019 Best of Sumter competition
- Completed the first year of the College's leadership program, graduating 20 employees in levels 1 and 2
- Improved EEO goal attainment to 94.8% which is within the top 10 for state government organizations and ranks 4th among South Carolina technical colleges
- Added 4 staff positions; converted 3 temporary positions to permanent positions
- Promoted 8 staff members from within the institution to positions of greater responsibility

- Created assistant director positions in Student Affairs to provide additional pathways for advancement
- Recognized E. Qualtrough – Director for Physical Plant, for outstanding service at the College in 2018
- Recognized E. Bastedo – QEP Coordinator, R. Watkins – Humanities Instructor, and J. Todd – Director of Planning & Grants, for outstanding service at SCTEA in February 2019
- Recognized 4 employees through Employee Spotlight or Top Titan vlog entries
- Conducted New Faculty Orientation and Adjunct Faculty Orientation each semester
- Conducted Online Certification for faculty scheduled to teach online courses each semester
- Offered 49 professional development program offerings to support the teaching and learning environment, including diverse training opportunities and required training
- Received \$30,337 in professional development funds from 2018-2019 Perkins grant to support teaching and learning across the institution
- Provided \$42,815 in College funds for professional development activities for faculty and staff

7. Maintain strong working partnerships with the secondary (K-12) school systems to provide appropriate programs for secondary students in an effort to provide a viable workforce for the College's service area.

- Partnered with all four counties to offer an ongoing Central Carolina Scholars Program for qualifying high school seniors who graduated in June 2018 to enter CCTC in Fall 2018 with full tuition assistance
- Partnered with Clarendon School District 2 and Lee County School District for Early College programs
- Maintained Central Carolina Scholars and Central Carolina Connect blog to increase communications with high school counselors, students, and parents
- Offered dual enrollment courses to over 700 qualifying high school students from a total of 22 area high schools, independent high schools, and homeschool associations
- Hosted the 2nd CCTC Academic Challenge in November 2018 with 13 participating area high schools
- Conducted 220 high school visits including career fairs, presentations, instant admissions events, Educational Opportunity visits, College Application and Decision Days, and Award Presentations
- Conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Signing Day, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 781 students
- Offered the School Counselors' Summer Institute for secondary counselors in July 2018 with 10 counselors in the Beginner course and 11 counselors in the Advanced School
- Hosted the Counselors' Breakfast for 53 secondary guidance counselors, Adult Education teachers, school administrators, Career Center staff, and business/industry representatives in January 2019

- Donated 3D printers to Alice Drive Elementary and Middle Schools; hosted the 2018 Winter Wonderland Event for 227 Alice Drive Elementary students which collected 564 food items to be donated to local food pantries including the CCTC SNAC food pantry
- Hosted an art exhibit by Alice Drive Middle School Students at The Gallery Upstairs and offered an 8-week AutoCAD course for 20 ADMS 7th graders taught by EDT Program Manager David Tuders

8. Maintain and expand the awareness of state, county and regional government officials, the public, and community partners of the College's role in the higher education community and its impact on the economic development of the region.

- Met with various members of the legislative delegation to discuss projects of importance for the economic development of the College's service area
- Collaborated with local government agencies and school boards to secure funding for Scholars program
- Hosted 250 middle school students as well as parents and manufacturing & technology firms for iImagine CCTC Day at the Kershaw Campus in partnership with the Kershaw County Manufacturing Expo
- Competed in the 37th Annual SC Technical College Welding Skills Competition with 3 students
- Placed 1st in the SkillsUSA Welding Competition in Pendleton, SC through the participation of Advanced Pipe Welding student S. DuBose who also competed at the national level
- Conducted 5th annual joint Active Shooter safety training in collaboration with the Sumter County Sheriff's Office focused on "Run, Hide, Fight" in February 2019
- Hosted the Annual Legislative Breakfast in December 2018 and *The Item's* Best of Sumter Nominee Expo in February 2019 at the College's Health Sciences Center
- Participated in the 2018 SC Workforce Development Symposium through President Mikota's moderation of a panel session titled "Building the Pipeline by Changing Perceptions of High-Demand Jobs"
- Participated in the Sumter Development Board's inaugural eSTEAM Sumter STEM festival
- Hosted on-site law enforcement training at the Advanced Manufacturing Technology Training Center to help reduce training wait times for new officers

9. Provide increased internship and apprenticeship opportunities for credit and noncredit programs and investigate opportunities for expansion of online and traditional continuing education and workforce training programs that lead to professional credentials.

- Maintained ongoing communication with business and industry partnerships in service area to support the recruitment, expansion, and continuing workforce development needs
- Met with economic development agencies in four-county service area to review workforce needs
- Hosted a Youth Apprenticeship Signing Day for 9 Sumter School District high school seniors becoming apprentices with Continental Tire

- Partnered with BD and SKF (Kaydon) to launch a youth apprenticeship program for Mechatronics and Machine Tool Technology Dual Enrollment students
- Partnered with top companies and industries to provide apprenticeships including BD, CAT Hydraulics, BCA, Baker's Sweets, Pure Power, ReWa, CMD, Chester Wastewater, City of Columbia, Coffey & McKenzie, SCDHEC, City of Florence, City of Dillon, and Continental
- Offered apprenticeship occupations including Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, Paralegal, Welder, and Education & Training
- Trained over 1,300 students for a 14% increase from FY18; provided online training for 148 students
- Offered certification courses to 127 credit students through a scholarship program

10. Provide appropriate physical facilities and resources to support the teaching and learning environment with a focus on evaluating existing facilities and creating an Academic and Facilities Master Plan to utilize space in the most efficient and effective way.

- Collaborated with external consultants to develop the College's Academic and Facilities Master Plan with an expected completion date of October 2019
- Completed renovations, repairs, or improvements at Kershaw County Campus, AMTTC, and Main Campus buildings M300A and M300B
- Created and filled positions of full-time Painter and Assistant Custodial Supervisor

11. Work with the Pinewood Development Authority to develop a plan for utilizing the designated land in Pinewood for relocation of the College's Environmental and Natural Resources programs.

- Collaborated with the Pinewood Development Authority to complete a feasibility study assessing the viability of moving the College's Environmental and Natural Resources programs

12. Utilize data for sound decision making and the application of appropriate management practices of institutional effectiveness to monitor program enrollment, departmental cost analysis, course success, student performance, administrative unit effectiveness, and to position the College to apply for relevant grant opportunities.

- Facilitated use of results for continuous improvement through institutional planning reports such as the Plan of Action, Annual Effectiveness Report, and Administrative Unit Review
- Compiled Program Outcome Assessment Tables for all academic departments with individual course performance and student achievement; integrated results for continuous improvement and reported through the Program Outcomes Assessment Tables; assessed course success and retention in all modes of delivery through the Student and Course Success Team

- Received almost \$300,000 in grant funds from the Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and League for Innovation in the Community College (CCTC Public Health 2019)
- Completed program accreditation visits for the Heating, Ventilation, and Air Conditioning (HVAC) and Automotive Technology programs

13. Work collaboratively with the CCTC Foundation to launch a major fundraising campaign that will further support the College's needs.

- Developed plan to launch a major fundraising campaign in the upcoming year
- Maintained the Alumni Partnership with over 1,000 members and expanded business partners & benefits
- Established an Amazon Smile account for the CCTC Foundation
- Hosted the 8th annual CCTC Foundation Golf Tournament in October 2018 with support from 76 sponsors
- Awarded over 100 scholarships to students through donations from individuals and organizations
- Welcomed 7 new members to the CCTC Foundation Board
- Announced Alumni Career Services Workshop Series for alumni in need of help on their career path

2018-2019 COLLEGE ANNUAL EFFECTIVENESS REPORT BY DIVISION

PRESIDENT'S OFFICE **2018-2019 AER**

Mission: The President's Office will provide executive leadership to accomplish the College's Mission.

Goal No. 1

1. Provide leadership in the implementation of strategies to accomplish the College's Mission through comprehensive planning facilitated by appropriate programs and services, and collaboration with the Executive Leadership Team and Area Commission.

Expected Outcome for Goal No. 1

- 1.1 The College will implement strategies to provide and identify adequate and appropriate programs of study and student services to facilitate the College's Mission and serve the citizens of the College's service area.
- 1.2 Communication will be maintained with the College's Area Commission to support the accomplishment of the College's Mission, Strategic Plan, and Annual Goals.
- 1.3 The College will manage data in an effective manner to make sound decisions; manage the regional accreditation process to continuously improve the institution; and implement sound planning processes.

Supports College Strategic Goal: All 2015-2020 Strategic Plan Goals
Supports College Annual Goal: All 2018-2019 Annual Goals
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Represent the College as President while maintaining ongoing communication with the Area Commission	Participated in College events including: faculty and staff meetings, Tour de Tech, The Gallery Upstairs openings, CCTC Leadership Academy, CentralMania, CentralFest, Central Christmas Trees, Foundation Golf Tournament, CCTC Academic Challenge, Kershaw and Clarendon Manufacturing Expos, Student Life Unity, Master Planning Visioning Session, Sumter City/County Meeting, CCTC Budget and Planning Meeting, Scholars Signing Day, Counselors Institute/Breakfast, Active Shooter training, New Student Orientation, New Employee Orientation, PTK	Continue to represent the College as the President in all venues that support the Mission of the College

	<p>All-State Student Ceremony, Health Sciences Pinning Ceremonies, TRIO Awards Banquet, Awards Convocation, and Graduation as well as Foundation and Area Commission events</p> <p>Participated in community events including: Kershaw County Leadership Forum, Tuomey Fellows Class XIX, City of Sumter Public Safety Complex opening; eSTEAM Festival, Camden Visitor's Center press conference, Kershaw County Vocational Board, Camden Kiwanis Gold Club, Clarendon Strategic Planning Retreat, Rimini Tract Master Planning meeting, Sumter Touchdown Club, and the Friends of Pearl Fryar scholarship award ceremony for Lee Central HS and Robert E. Lee Academy students</p> <p>Participated in government, K-12, and higher education events, including serving on multiple committees, to support the College throughout the year (further detailed in the body of this AER)</p> <p>Welcomed T. Warren as a Kershaw County Commissioner; implemented CCTC Experience for Area Commission members which included having meetings at different campuses including Main, Health Sciences Center, FE Dubose, the Natural Resources Center, Lee and Kershaw Campuses; Commissioners completed Board Self-Evaluation as mandated by SACSCOC</p>	
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	Documentation: Area Commission Reports	
Collaborate with and coordinate supporting strategies for the ELT to develop programs of study and provide quality student services	<p>Conducted weekly ELT meetings with information exchanged among and between the institutional officers; new program of study ideas discussed; training opportunities with business and industry reviewed; student services programs, initiatives, and activities for relevancy reviewed; facility needs, utilization, and gaps discussed; and strategies developed to address issues appropriate to the accomplishment of the College's Mission</p> <p>Met with officials from Kershaw County and the Haile Gold Mine to discuss training opportunities; launched Youth Apprenticeship program in Sumter and Clarendon Counties for Machine Tool Technology and Mechatronics; implemented CCTC Leadership Program; participated in ELT Planning Retreat to draft 2019-2020 CCTC Annual Goals and initiate 2020-2025 Strategic Planning Process; executed an MOA with USC-Columbia to create an Education Pathway from CCTC to USC; executed a new training pathway with 6 area law enforcement agencies to provide space at AMTTC for training to reduce lag time for incoming officers</p> <p>Documentation: Divisional Annual Effectiveness Reports (AERs); Area Commission Reports</p>	<p>Offer four new programs of study for Fall 2019: (1) Advanced Medical Coding Certificate, (2) Logistics and Supply Chain Management Certificate, (3) Marketing and Sales for Small Business, and (4) Office Management Certificate</p> <p>Select plan for use of Pinewood site</p> <p>Collaborate with CCTC Foundation to launch major gift campaign</p> <p>Implement Academic and Facilities Master Plan process</p> <p>Continue to address retention and program completion goals through the QEP and COL105</p>
Explore requirements to offer Bachelors of Advanced Manufacturing	The Bachelor of Applied Science in Advanced Manufacturing (BASAM) Development Team was	Finalize BASAM advisory committee membership and curriculum in 2019-2020 to

	<p>assembled in November 2018 under the direction of the Executive Leadership Team; the College will follow the processes developed by State Tech and CHE, which include completing a regional workforce needs assessment, budget, and curriculum plan</p> <p>Documentation: Planning Share Drive - BASAM Folder</p>	support submitting full proposal to State Tech and CHE
Support compliance with regional accreditation standards	<p>Director of Institutional Effectiveness & Research and Director Planning & Grants attended the Southern Association of Colleges Commission on Colleges (SACSCOC) annual conference in December 2018</p> <p>Over 20 CCTC Directives revised in 2018-2019 to maintain compliance and up-to-date policy and procedure</p> <p>Area Commission Self-Evaluation assessment tool for compliance with SACSCOC <i>Standard 4.2g</i> was developed and piloted</p> <p>Documentation: 2018 SACSCOC Conference Registration; 2018-2019 Directives Review Chart; Board Self-Evaluation Results</p>	<p>Ongoing evaluation of CCTC policies and procedures for continued compliance and monitoring of the QEP</p> <p>Attend December 2019 SACSCOC Annual Conference</p> <p>Initiate process for SACSCOC Fifth-Year Report and QEP Report</p>
Collaborate with the QEP Team for the continued implementation of QEP	<p>Monitored the development of the QEP through reports from the Steering Committee; COL105 success rates ranged from 93-98% and retention rates ranged from 86-93% in Year 4</p> <p>The Freshman Focus Center was moved from M584 to M410 to better serve students</p>	<p>Continue to provide oversight leadership in providing resources for Year 5, the final year of the CCTC QEP</p> <p>Collaborate with the Vice President for Academic Affairs to develop personnel transition plan for last year of the QEP</p>

	by increasing space and privacy Documentation: QEP Steering Committee Updates; 2018-2019 Course Success Reports; Office Assignments	
Monitor the progress of College's annual goals and progress toward the accomplishment of the 2015-2020 Strategic Plan	Conducted a review of the Annual Goals and the 2015-2020 Strategic Plan; specific progress and data were provided for each annual goal and for each major area of the 2015-2020 Strategic Plan Documentation: 2018-2019 CCTC Strategic Plan Progress Report; 2019-2020 CCTC Annual Goals	The results from the progress of the 2018-2019 CCTC Annual Goals were used in the development of the 2019-2020 CCTC Annual Goals by the ELT; the progress of the 2015-2020 Strategic Plan was used to identify goals for the institution
Initiate planning process for the College's 2020-2025 Strategic Plan	Collaborated with ELT, Dean of Learning Resources & Planning, Office of IE & Planning, and Public Relations to initiate planning process; added Director of Alumni & Development to planning team to facilitate offering cooperative Strategic Planning Stakeholder Sessions along with the county Kick-Offs for the CCTC Foundation's major gift campaign Documentation: Planning Share Drive - 2020-2025 CCTC Strategic Plan Folder	Hold Strategic Planning Stakeholder Sessions for each county in January 2019 Publish 2020-2025 CCTC Strategic Plan

Goal No. 2

2. Facilitate ongoing communication with K-12 school systems, external workforce partners, and government entities to increase the awareness of the needs of the College, the role of the College in providing postsecondary educational opportunities, and the College's impact on economic development in the service area.

Expected Outcome for Goal No. 2

- 2.1 The College will maintain its communication and services to workforce partners, government entities, K-12 partners, students, and the general public to promote and expand its educational opportunities in the service area.

Supports College Strategic Goal: Partnerships—Goals 5 and 6
 Supports College Annual Goal: 7 and 8
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
<p>Maintain strong collaborative relationships with local, state, and federal governing bodies and legislative delegations, to plan and implement initiatives to accomplish the College's Mission</p>	<p>The College's leadership met with the following government entities to facilitate partnerships to help the College accomplish its Mission: SC Senate, Senate Education and Finance Joint Committee, SC House of Representatives, House Ways and Means Committee, Legislative Delegation, SC Dept. of Education, SC Dept. of Commerce, SC Technical College System, SC Commission on Higher Education, City of Sumter (Mayor J. McElveen), area law enforcement agencies, City of Camden, Santee-Lynches Regional Council of Government, Pinewood Development Authority, Kershaw County Leadership Forum, Kershaw Economic Development, area City & County Councils, area school boards, and area superintendents</p> <p>Partnered with City of Camden to provide assembly space for the College within Kershaw County in the new Visitor Center; attended Governor's Inauguration</p> <p>The College's leadership made presentations and/or collaborated with the following entities to address workforce development and opportunities available through the College: SC State Workforce Development Board, SC Economic Development Institute, SC Workforce Symposium, Sumter Economic Development Board, readySC, Santee-Lynches Regional Council of Government, SC Works, all</p>	<p>College leadership will continue to meet with county, state, and federal legislative delegations to maintain partnerships with local governing bodies and communicate the needs and opportunities of the College to all stakeholders; the College President will focus efforts on the development of funding sources for the College through multiple avenues and organizations</p>

	<p>area Chambers of Commerce and Economic Development Boards</p> <p>Documentation: Meeting Minutes; Area Commission Reports</p>	
<p>Communicate with potential business and industry prospects through economic development agencies to support industry recruitment</p>	<p>Communicated with representatives of Becton Dickinson (BD), Continental, Caterpillar, EMS-Chemie, AgFirst Bank, Palmetto Health Tuomey, and McLeod Health Clarendon to support industry expansion and recruitment</p> <p>Presented at the SC Economic Development Institute provided by the SC Dept. of Commerce; attended Kershaw and Clarendon Manufacturing expos</p> <p>Documentation: Area Commission Reports</p>	<p>Training needs communicated from company representatives are provided to the Academic Affairs Division and Workforce Development Department for training program and curriculum development</p>
<p>Maintain strong collaborative relationships with K-12 system to increase the number of high school seniors transitioning into the College, including via collaborative funding</p>	<p>Met with secondary school superintendents, principals, and counselors to communicate programs and services available; the College continued the Scholars Program to offer free tuition to eligible students graduating in Lee, Clarendon, and Kershaw counties; achieved 20% enrollment rate of the area's high school graduates; achieved 22% (273) increase AY 18/19 in Central Carolina Scholars compared to 5% (223) increase AY 17/18; offered ECD-101 to 13 students at the ATEC campus; attended Manning HS graduation and recognized Early College graduates; provided commencement speech for Thomas Sumter Academy; offered 2nd Annual CCTC Academic Challenge; launched Youth Apprenticeships in Clarendon and Sumter; partnered with Kershaw County for a joint billboard; served as Sumter High School Principal for a Day</p>	<p>Continue to identify venues for collaboration with secondary partners; market the College's programs and services to secondary students; communicate with secondary school administrative personnel and counselors to seek partnership opportunities</p> <p>Serve as SCTCS Presidents' Council Chairman</p>

	<p>Explored partnerships with other institutions of higher education including: SC Criminal Justice Academy, Orangeburg-Calhoun Technical College, Horry-Georgetown Technical College, Clemson University, SC State University, Coastal Carolina University, USC Columbia, and Columbia College</p> <p>Participated in CHE Council of Presidents, SCTCS Presidents Council, Santee-Lynches Regional Education Advisory Board, Sumter Partners in Education, Sumter Principals Luncheon, CCTC Counselor's Institute; served as President's Liaison for SCTCS Continuing Education Peer Group; attended SC Technical Education Association (SCTEA) conference; served on CHE Executive Director position search; accepted position as Chairman of SCTCS Presidents' Council</p> <p>Documentation: Secondary School Admissions Report; Scholars Enrollment Report; Meeting Minutes; Area Commission Reports</p>	
Maintain and expand dual enrollment programs to meet K-12 system needs	<p>Provided dual enrollment courses to 736 unduplicated (1218 duplicated) students in Fall 2018 and Spring 2019 from over 20 different area high schools and homeschool associations to facilitate the enrollment of graduating secondary students; partnered with area career centers and high school leadership to expand opportunities for dual enrollment programs; attended dual enrollment orientation sessions; partnered with Clarendon County School District Two and Lee County School District to continue the Early College program for Fall 2019</p>	Continue to seek ways to expand opportunities for access to higher education for area high school students

	<p>Met with leadership from the following K-12 institutions to explore partnerships and promote the College: all area public high schools, Robert E. Lee Academy, Wilson Hall, Camden Military Academy, and Thomas Sumter Academy; official Partners in Education with Alice Drive Elementary & Alice Drive Middle</p> <p>Documentation: Detail Vitality Report; Early College Partnership Agreement; Meeting Minutes; Area Commission Reports</p>	
Facilitate marketing initiatives that maintain awareness and engagement of potential students and the community relative to the role of the College in postsecondary education	<p>The Public Relations team implemented comprehensive strategies including marketing focus throughout the four-county service area to facilitate an approach among all stakeholders that CCTC is a first-choice option for postsecondary education; the College hosted numerous recruiting events through the Student Affairs Division such as the Santee Lynches Career Development Breakfast (53 attendees), Come See Me Days (350 attendees), Titan Spark! (104 attendees); achieved 20% high school enrollment rate; increased marketing efforts for CCTC's Base Education site by promoting CCAF; promoted Veterans Upward Bound program and reached 100% enrollment</p> <p>Documentation: Enrollment Reports; Student Affairs AER; Marketing Materials</p>	Continue to use marketing initiatives that maintain awareness and communicate the role of the College as a first-choice option for postsecondary education and a facilitator of workforce development to potential students and the community
Support utilization of the programs and services of the Public Relations Department to internal and external audiences	PR supported several initiatives internal to the College such as the launch of the CCTCgo mobile app, the opening of the Gallery Upstairs, CentralMania, and the grand opening of Kershaw Campus; external audience PR projects included coordination of participation in spots such as	Offer marketing initiatives that communicate the role of the College in supporting workforce development, transfer opportunities, and higher education options

	<p>WDXY and Z95.5 radio spots, ads in the <i>Life is Good in Sumter</i> magazine, the Item's Sumter Today video series; utilized social media strategies to reach larger audiences in specifically targeted markets including the creation of a new CCTC PR Vlog series Debuted the new Central Carolina Technical College Titan mascot at the 2019 Graduation Ceremony to help marketing and branding efforts</p> <p>Documentation: Public Relations AER</p>	
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Goal No. 3

3. Provide oversight leadership for all programs and services, both credit and noncredit, to provide quality educational programs in support of student success and economic development in the College's service area.

Expected Outcome for Goal No. 3

- 3.1 The College will provide quality credit programs and determine the effectiveness of existing programs of study to support student success and economic development initiatives for continuous improvement of academics.
- 3.2 The College will provide noncredit programs and services in an effective and efficient manner to serve the College's constituents.

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
 Workforce Development Continuing Education—Goal 7

Supports College Annual Goal: 1, 2, 3, 4, 5, 7, 8, and 9

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Communicate business and industry needs for programs and training to academic and workforce development personnel	Workforce Development (WFD) staff met and delivered training for: Armoloy, BCA, BCWS, City of Columbia, City of Dillon, City of Newberry, Charleston Water, CoAtex, DHEC, Dorchester Co., IP, Milliken, Nephron, Pee Dee Electric, ReWa, Savannah River Site, TransMontaigne, and WeylChem	Training needs communicated from company representatives are provided to the Academic Affairs and Workforce Development Divisions for training program development

	Documentation: Continuing Education Course Folders	
Support efforts to increase the number of graduates of programs of study to increase the number of workplace-ready employees for business and industry	<p>Implemented several College initiatives that support workplace ready graduates including apprenticeships and increasing Workforce Development courses that include a credential; the Workforce Development department trained 475 unduplicated students via 63 courses that included a credential, resulting in a respective 10% and 20% increases as compared to FY18</p> <p>Reviewed program retention and completion for trends; collaborated with area career centers; awarded 683 degrees, diplomas, and certificates to 571 graduates in FY19</p> <p>Plan to build a technical high school in Sumter County has not been finalized</p> <p>Documentation: Academic Affairs AER; Graduates by Date Report; Area Commission Reports</p>	<p>Continue to evaluate program retention and program completion data to identify strategies to improve the College's retention and graduation rates</p> <p>Collaborate with the State, Sumter Chamber of Commerce, and Sumter School District to build a technical high school</p>
Collaborate with economic development agencies, readySC, and business and industry to provide noncredit training for the area's workforce	<p>WFD staff met and delivered training for: Armoloy, Baker's Sweets, BCA, Cardinal Health, Carolina Filters, CAT, City of Sumter, Cogsdill, Colonial Packaging, Eaton, Eckerd, EMS, Hengst, International Paper, Kershaw Co. Voc. Rehab., Midlands Fatherhood Coalition, Oak Mitsui, UpWard Bound, Santee Lynches COG, Shawmut, Suominen and WeylChem</p> <p>Documentation: Continuing Education Course Folders</p>	
Expand noncredit training and continuing education courses with a focus on courses that lead to a credential or are online	The Workforce Development Department delivered 57 contract courses and 84 open enrollment; trained 1,319	Explore more opportunities to offer continuing education and workforce training courses that

	<p>students for a 14% increase from FY 17-18</p> <p>The SC Environmental Training Center delivered 43 contract courses and 97 open enrollment courses; trained 952 students via contract, open enrollment and online courses for a 4.5% increase from FY 16-17</p> <p>Documentation: CE Course Argos Report</p>	<p>lead to a credential and/or are online</p>
<p>Continue to develop apprenticeship opportunities for business and industry</p>	<p>The WFD/SCETC staff met with: Continental, BD, Suominen, Eaton, CAT Hydraulics & Pins, BCA, Baker's Sweets, Enersys, Martech, Spilker Vet Clinic, Pure Power, City of Columbia, CMD, Chester Wastewater, Mt. Franklin, SCDHEC, Oceana Gold, EMS, SCTOBA, Protective Packaging, Kershaw County Rotary, Kaydon</p> <p>Offered apprenticeship occupations including Maintenance Tech, Maintenance Technician, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Facility Inspector, Paralegal, Welder, and Education & Training</p> <p>Academic youth apprenticeships were explored for BD and Kaydon/SKF; continued to manage ongoing academic apprenticeships with Continental, CMD, Coffey & McKenzie, City of Florence, BCA and ReWa</p> <p>Educational components were developed for CAT Hydraulics; began working with BD and Kaydon/SKF to register new youth apprenticeships; hosted a Youth Apprenticeship Signing Day for 9 Sumter School</p>	<p>WFD & SCETC staff will continue to work with employers to establish apprenticeship programs</p>

	District high school seniors becoming apprentices with Continental Tire	
	Documentation: Continuing Education Course Folders	

Goal No. 4

4. Provide oversight leadership for student support programs and services to provide quality services for student success.

Expected Outcome for Goal No. 4

- 4.1 The College will provide comprehensive and appropriate student support programs and services for students regardless of location or mode of delivery.

Supports College Strategic Goal: Educating Students—Goals 1, 2, and 3
 Supports College Annual Goal: 1, 2, 3, 4, and 5
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Support initiatives that ensure quality programs and services for students at all College locations, including online students	<p>Visited all campuses of the College in each county; collaborated with the VP for Student Affairs to ensure that programs and services are appropriate for all campus locations</p> <p>Selected CRM vendor, TargetX; project build will begin May 2019; will include text-messaging capabilities</p> <p>Served the following number of unduplicated students per term in distance education courses: Fall 2018: 2,151; Spring 2019: 2,108; Summer 2019: 1,302</p> <p>Documentation: Student Affairs AER; 2018-2019 CCTC Accountability Report</p>	<p>Monitor the student satisfaction of programs and services at all locations including online students</p> <p>Develop and implement CRN; Recruitment and Admissions Suite to be completed by December 2019; Retention Suite by May 2020</p>
Collaborate with the Academic Affairs and Student Affairs Divisions to ensure systematic and focused scheduling of	Supported Academic Affairs and Student Affairs initiatives to review, evaluate, and improve outreach scheduling	Continue to monitor course enrollment at all outreach locations and identify strategies to sustain all locations

courses at outreach locations to meet the needs of students	<p>Main Campus, FE DuBose, Kershaw, Lee, and Health Sciences each had a room equipped with software to offer synchronous interactive courses for the College's CONNECT project; 201810: 248 students, 201820: 208 students, and 201830: 68 students</p> <p>Documentation: 2018-2019 Course Schedules</p>	Investigate collaborating with secondary schools to develop CONNECT rooms for Dual Enrollment
Support initiatives that address enrollment at College locations, with continued emphasis on the Lee County site	<p>Enrolled 3,483 students in Fall 2018 for a 2.37% increase in enrollment; increased Scholars enrollment by 22% compared to FY18; enrollment at FE DuBose increased by 15% and course offerings by 26% through the expansion of dual enrollment; 16 students from Lee Central HS were awarded certificates at graduation</p> <p>Worked with the Lee County School District to offer an Early College program; met with Rep. Wheeler to work on appointee for Lee County Commissioner; Area Commission members toured the Lee County Site; met with SC Dept. of Commerce and Lee County Council officials to discuss issues facing Lee County workforce initiatives; attended the Pearl Fryar scholarship award program for Lee County students; met with Robert E. Lee leadership</p> <p>Documentation: 2018-2019 CCTC Accountability Report; Area Commission Reports</p>	<p>Continue to monitor course enrollment at Lee County site and identify best practices to support this location</p> <p>Promote SCWins (formerly SC Promise) Scholarship available for Lee County students</p> <p>Utilize reporting feature in CRM to assess enrollment trends</p>
Expand program and course offerings at Kershaw County Campus, resulting in increased campus enrollment	<p>Added Engineering Design Technology and Mechatronics as programs offered at the Kershaw County Campus</p> <p>CONNECT classroom technology utilized at the Kershaw County Campus, which</p>	No new programs are being considered for addition at the Kershaw County Campus at this time

	<p>allows students to take coursework applicable to programs that were previously only offered at Main Campus such as AHS-102</p> <p>Enrollment and recruitment events included Kershaw Discovery Day, iMagine CCTC, and a Manufacturing Expo that targeted high school and middle school students; CRJ articulation agreement being developed with Kershaw County Woolard Technology Center, Dean of Health Sciences had preliminary discussions about forming pathways for students from Kershaw and Clarendon career centers to transition into CCTC's Patient Care Technician program</p> <p>Documentation: 2018-2019 Academic Affairs POA</p>	
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Goal No. 5

5. Provide oversight leadership for services that provide quality physical, financial, and human resources.

Expected Outcome for Goal No. 5

- 5.1 The College will manage its physical, financial, and human resources in an effective and efficient manner.
- 5.2 The College will provide services through the CCTC Foundation to support the College's Mission.

Supports College Strategic Goal: Faculty & Staff—Goal 4
Resources—Goal 8

Supports College Annual Goal: 6, 10, 11, 12 and 13

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Collaborate with ELT to develop annual budget addressing institutional priorities to strengthen financial position	Met with institutional officers at ELT Budget and Planning Retreat in April 2019 to identify priorities and determine institutional initiatives for expenditures for FY20 utilizing	Monitor budget to determine alignment with projected revenue and expenses; increase tuition by 3% for 2019-2020

	<p>the 2015-2020 CCTC Strategic Plan</p> <p>Focused on optimal, sustainable resourcing in 2018-2019; collaborate with CCTC Foundation to explore ways for it to better support College initiatives and provide source of fiscal stability; held annual Budget and Planning Meeting in May 2019; secured five more years of Scholars funding from 3 of 4 service area counties; received an increase in mills from Kershaw County; received over \$300,000 in funding through competitive grants from a variety of private and public sources; merchandise sales increased with new branding; began to explore funding options for Bachelors of Applied Science in Advance Manufacturing; made space within AMTTC (previously housed library which was relocated) available to be rented by external groups</p> <p>Documentation: FY20 CCTC Budget; 2019 ELT Retreat; Area Commission Reports</p>	<p>Include resourcing as a major focus of 2020-2025 Strategic Plan</p> <p>Secure funding for next five years of the Scholars program from Sumter County</p> <p>Identify funding sources for Bachelors of Applied Science Advanced Manufacturing</p>
Support budgeting strategies to increase faculty and staff salaries	<p>Adjuncts were offered higher pay rates in high need areas; interviewed all final candidates for permanent positions; added 4 staff positions; converted 3 temporary positions to permanent positions; promoted 8 staff members from within the institution to positions of greater responsibility</p> <p>Achieved Equal Employment Opportunity goal of 94% which is in the top 10 of SC government agencies and top 4 of SC technical colleges</p>	Continue to evaluate faculty and staff salaries for competitiveness

	<p>Voted as “Best Place to Work” in Sumter in The Item’s 2019 Best of Sumter competition</p> <p>Documentation: 2018-2019 CCTC Accountability Report</p>	
Recognize exceptional employees	<p>Completed the first year of the College’s leadership program, graduating 20 employees in levels 1 and 2</p> <p>Promoted 8 staff members from within the institution to positions of greater responsibility; created assistant director positions in Student Affairs to provide additional pathways for advancement</p> <p>Recognized E. Qualtrough, for outstanding service at the College in 2018; recognized E. Bastedo, R. Watkins, and J. Todd for outstanding service at SCTEA in February 2019; recognized 4 employees through Employee Spotlight or Top Titan vlog entries</p> <p>Documentation: 2018-2019 CCTC Accountability Report</p>	<p>Continue to recognize exceptional employees</p> <p>Continue to offer CCTC Leadership Academy</p>
Maintain optimum organizational structure to ensure effectiveness	<p>Created Office of Development & Alumni within the President’s Office Division; Workforce Development and the SC Environmental Training Center were relocated to AMTTC to increase usage and collaboration between Workforce Development and external groups</p> <p>Documentation: Organizational Chart; Area Commission Reports</p>	Continue to evaluate organizational structure for efficiency and realization of College and Division Missions
Identify and support areas of collaboration with other partners for grant opportunities	Received almost \$300,000 in grant funds from the Caterpillar Foundation (Support for Freshman Students), SC Department of Education (Perkins), and League for	Continue to identify collaborative opportunities to seek funding to support the Mission of the College

	<p>Innovation in the Community College (CCTC Public Health 2019); participated in SBTCE Apprenticeship Carolina through Workforce Development including funding for Youth Apprenticeships; implemented SCWins (formerly SC Promise) grants for qualified students</p> <p>Documentation: 2018-2019 CCTC Accountability Report; Area Commission Reports</p>	
Develop 2020-2030 Academic and facilities Master Plan	<p>Hired planning and architectural firm; created internal Steering Committee and Advisory Group; engaged in Master Planning visioning and prioritization sessions; scheduled listening sessions for faculty and staff to provide input; completed data collection and validation, environmental scan, and institutional space needs assessment; preliminary findings from the Academic and Facilities Master Planners include recommendations for improving physical classroom space, activating empty space, and course scheduling</p> <p>Documentation: Academic & Facilities Master Plan Project Timeline; Divisional AERs; Meeting Minutes</p>	<p>Complete Master Planning process in 2019-2020</p> <p>Implement recommendations from the Academic and Facilities Master Plan to make improvements as funds allow</p>
Work collaboratively with Pinewood Development Authority to develop plan for utilizing the site	<p>The Pinewood Development Authority authorized a viability study to be conducted on the Rimini site; Seamon-Whiteside (SW+) was the engineering firm chosen to conduct the study. The results were that SW+ recommended that moving the NRM program to the Rimini site was supported</p> <p>Documentation: Pinewood Booklet; Rimini Economic Impact</p>	<p>Decide, after the completion of the Academic and Facilities Master Plan, whether to move NRM to Rimini site or take no action</p>

Provide support for increasing and expanding initiatives for the College's Foundation in order to offer more services to students	<p>In 2018-2019, the CCTC Foundation: developed plan to launch a major fundraising campaign in the upcoming year; maintained the Alumni Partnership with over 1,000 members and expanded business partners & benefits; established an Amazon Smile account for the CCTC Foundation; hosted the 8th annual CCTC Foundation Golf Tournament in October 2018 with support from 76 sponsors; awarded over 100 scholarships to students through donations from individuals and organizations; welcomed 7 new members to the CCTC Foundation Board; announced Alumni Career Services Workshop Series for alumni in need of help on their career path</p> <p>Documentation: 2018-2019 CCTC Accountability Report</p>	Support the initiatives of the Foundation through attendance at Foundation Board meetings, participation in Foundation events, and promotion of the role of the Foundation
Work collaboratively with the CCTC Foundation to launch a major fundraising campaign	<p>Created Major Gifts subcommittee of Foundation Board members; aligned priorities for campaign to include (1) professional development for faculty and staff, (2) faculty endowments, and (3) CCTC program improvements and enhancements; initiated process to do an economic impact study to determine return on investment and inform Case Statements; initiated planning process for kickoff events to take place in January 2020; decided on campaign goal of \$20M</p> <p>Documentation: Area Commission Reports</p>	<p>Execute major gifts campaign in 2019-2020</p> <p>Execute the College's first employee giving campaign to bolster support for major gifts campaign by demonstrating internal buy-in</p>

ACADEMIC AFFAIRS
2018-2019 AER

Mission: The mission of the Academics Affairs Division at Central Carolina Technical College is to change lives through education by providing academic programs that demonstrate integrity, excellence, and innovation.

Goal No. 1

1. TEACHING/LEARNING – Academic departments will implement best practices and innovative techniques to support student academic success and continuous improvement.

Expected Outcome for Goal No. 1

- 1.1 Faculty will have access to professional development.
- 1.2 Academic leaders will have the necessary skills, knowledge, and ability to manage programs effectively and efficiently.
- 1.3 Course resources will be current and accessible in all delivery formats.
- 1.4 Classroom instruction will be exemplary.

Supports College Strategic Goal: 1, 2, 4
Supports College Annual Goal: 1, 6, 12
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide opportunities for faculty development related to teaching and accreditation	<p>Funding for professional development in the Academic Affairs department totaled over \$35,000, which provided opportunities for faculty development, teaching, or accreditation from multiple sources including Perkins, the CCTC Foundation, and the College.</p> <p>Four ADN faculty and the Department Chair attended the ACEN Accreditation Self-Study Forum.</p> <p>Documentation: 2018-2019 Budgets; Perkins; Conference Registration</p>	<p>Continue to encourage, provide, and fund opportunities for professional development in Academic Affairs.</p> <p>Perkins funds have been allotted for four additional faculty to attend the ACEN Accreditation Self-Study forum in October 2019.</p>
Implement a training program for deans and department chairs/program managers to support effective and efficient academic management	This was not accomplished this year. However, a Supervisors Training was implemented through the Human Resources Department. It included sessions on the following topics:	Implementation of the College's Leadership Program, along with expanded HR Supervisors Training, and other external leadership opportunities have fulfilled several aspects of

	<p>Supervisor Training: From Peer to Supervisor (July 2019), Dealing with Difficult Employees (May 2019), Supervisor/Manger Training/Workshop (March 2019).</p> <p>Twenty employees graduated from the inaugural CCTC Leadership Academy program, which included several department chairs/program managers.</p> <p>Documentation: HR Training & CCTC Leadership Records</p>	<p>training for Department Chairs and Program Managers.</p>
<p>Provide opportunities for faculty to share best practices and new techniques</p>	<p>A project initiated by the Speech, Humanities, and Social Sciences Department Chair provided several opportunities for faculty to share best practices. The Curriculum and Instructional Development (CID) track in the Professional Development Program offered four sessions in which faculty were able to build connections, share knowledge, and hone pedagogical skills. Faculty who completed a survey from these sessions showed 100% satisfaction.</p> <p>Full-time faculty members are allotted \$75.00 per year to join professional organizations.</p> <p>Documentation: PDP Calendar & Survey Results</p>	<p>Continue to provide opportunities for faculty to share best practices and new techniques. Incorporation of sharing best practices in faculty meetings is an effective method that will continue to be utilized.</p> <p>Continue to encourage faculty to join professional organizations and serve on community advisory boards.</p>
<p>Maintain web accessibility procedures that provide access to online resources for students with disabilities</p>	<p>Web accessibility was included on the Online Course Quality Standards and on the Course Checklist. Instructors were provided quick guides on how to check courses and documents. The Distance Education Department completed spot checks of online courses throughout the year and responded to any compliance issues reported by students or the</p>	<p>With the increase in online courses, it is difficult for the Distance Education staff to check every course. Web accessibility procedures must rely heavily on the instructors to self-check and self-correct any accessibility issues. A strong training plan is recommended to ensure faculty are diligent in creating accessible courses and documents.</p>

	<p>ADA Coordinator. In Spring 2019, two staff members completed SC Technical College System training on web accessibility compliance.</p> <p>Documentation: D2L Course Evaluation Checklists; Conference Registration</p>	<p>Web accessibility of math equations and scientific formulas continue to pose a problem and still require more attention.</p>
Recognize and reward teaching excellence	<p>Dr. R. Watkins, English, Spanish, and Humanities Instructor, was selected as the College's Educator of the Year in the Faculty Category and was recognized at the South Carolina Technical Education Association (SCTEA) conference in February 2019. D. Simmons, Pharmacy Technology Instructor, received the E.C. Red Kneece Award for teaching Excellence during in May 2019. During the academic year, instructors D. Fulcher and M. Stiles were recognized as Top Titans, a new program at the college to recognize outstanding employees.</p> <p>Documentation: Top Titan, Kneece, & SCTEA Awards</p>	<p>The College will continue to recognize Top Titans as well as explore additional ways to reward teaching excellence.</p>
Work with ILT to review all classrooms and implement improvements as funds allow	<p>The VP for Academic Affairs and Deans Council collaborated with ILT to discuss and implement recommended changes to classroom technology including classroom refresh schedules and Wi-Fi retrofit priorities. Lee County Site was used as a pilot location for the retrofit process.</p> <p>ILT continued to support the CONNECT classrooms. Systems staff provided support services to address failures in connectivity and minor adjustments were made to the technology based on DE department and faculty requests.</p>	<p>ILT and Academic Affairs will continue to plan future upgrades for computer labs and classroom technology.</p> <p>User Support Services will continue to provide support for CONNECT classrooms.</p> <p>ILT will develop an AV classroom schedule by age of equipment to prioritize AV upgrades (projectors, screens, audio) for classrooms not designated as computer labs.</p> <p>The Wi-Fi retrofit schedule for 2019-2020 includes Lee County Site, F.E. DuBose Campus, Health Sciences Center, and Legal Studies Center.</p>

	<p>Preliminary findings from the Academic and Facilities Master Planners include recommendations for improving furniture configurations to be modular.</p> <p>Documentation: ILT Meeting Minutes; AFMP Presentations</p>	<p>Recommendations from the Academic and Facilities Master Planners will be used to implement modifications to classrooms and classroom technology as funds allow.</p>
<p>Use classroom observations and student evaluation data to improve instruction</p>	<p>Department Chairs used results of student evaluations for each term to identify courses and/or instructors that needed further review and possible attention to pedagogy, including adjuncts. Each Department Chair conducted classroom evaluations for all faculty.</p> <p>ECED and MGT Department chairs gained access to all departmental coursework in D2L to monitor all online courses. MGT online coursework was standardized to assure rigor and quality across course sections.</p> <p>Swivl™ recording technology was used in Biology, Math, and Health Sciences courses.</p> <p>Documentation: Course Success, Observation, & Student Evaluation Reports</p>	<p>Continue as part of instructor evaluation process to foster improvement of individual instructors.</p> <p>Based upon classroom observations, CRJ 101 adopted into new format adding more experience activities to increase student involvement and interest.</p>
<p>Complete revision of Student Evaluation of Instruction including fully online delivery</p>	<p>The Evaluation of Instruction was facilitated through the D2L Survey Tool. All courses had a survey added to the course in D2L. Announcement on the course homepage signaled the availability of the survey. All students enrolled in the course had the opportunity to complete the online survey to evaluate the course. Instructors also gave positive feedback about the use of electronic surveys that do not interfere with classroom time.</p> <p>Return Rate: 201810: 45%; 201820: 21%; 201830: 24%</p>	<p>As expected, the online completion rate was lower than the paper survey completion rate. However, the online survey process yields important information that can be used for continuous improvement.</p> <p>Continue to promote the availability of Student Evaluation of Instruction surveys to maintain or increase response rate.</p>

	Documentation: Student Evaluation Survey Results	
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Goal No. 2

2. STUDENT SUCCESS – Academic departments will support activities that foster student success, retention, and graduation.

Expected Outcome for Goal No. 2

- 2.1 Student success will improve in targeted courses.
 2.2 Retention of students will increase in targeted programs.
 2.3 Graduation rate will improve in targeted programs.
 2.4 Student success in online courses will improve.
 2.5 First time students will complete COL 105: Freshman Seminar course during first semester.

Supports College Strategic Goal: 1, 2, 3, 4
 Supports College Annual Goal: 1, 2, 5, 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use trend of course success data to identify courses to target for improvement; program managers and department chairs will develop and implement plans for improvement in specific courses	<p>Courses failing to meet established benchmarks for retention and/or success in multiple terms during 2018-19 include ANT 101, AOT 104, CRJ 101, MAT 101, MAT 111, and PHI 101.</p> <p>Redesigned MGT121 to have more teaching content in addition to the simulation. IDS201 was also redesigned to have less overlap with MGT101 and provide unique learning outcomes.</p> <p>Implemented use of “how to” guides for document to demonstrate proper formatting of basic litigation documents for LEG 201 and in properly formatting memos of law in LEG 230.</p> <p>The MRCO Program Manager restructured a course by adding supplemental materials, required homework via LearnSmart, add closed captioning videos.</p> <p>Documentation: LCSR 201110 to 201830; MGT & LEG AERs</p>	<p>Individual departments will develop and implement improvements for ANT 101, AOT 104, CRJ 101, MAT 101, MAT 111, and PHI 101.</p> <p>The Massage Therapy program will include additional laboratory time in Anatomy and Physiology and Kinesiology courses in the first semester.</p> <p>MRCO course will be evaluated to discern impact of changes.</p>

Compare online and F2F counterparts to identify online courses to target for action to improve retention and student success	<p>A comparison of 31 courses with both online and face-to-face sections revealed:</p> <ul style="list-style-type: none"> • 22 online courses had lower Success Rates (A, B, C) than the face-to-face counterpart. One course fell below a 60% success rate. • 23 online courses with lower retention rates than the face-to-face counterpart. One online courses had a retention rate below the College's actionable benchmark, which is less than 60%. <p>Fifteen courses showed an increase in the success rate from fall 2017 to fall 2018 in comparison to 9 courses that showed an increase in the success rate from fall 2016 to fall 2017.</p> <p>Documentation: Distance Education Report Fall 2018</p>	<p>Continued to monitor comparative success and retention in online courses.</p> <p>The Math department will target MAT101 and MAT 111 online.</p> <p>The Science department will implement meeting 2 nights a week for BIO hybrid courses.</p>
Communicate with students regarding the availability and purpose of midterm grades	<p>The CCTC Syllabus Part A included the following about midterm grades: "Your course syllabus will state how the midterm grade will be determined. You should use this information to guide your activities for the rest of the semester. If you are performing lower than expected, consider tutoring at the Student Learning Center, increased or more focused study practices, or other activities suggested by your instructor."</p> <p>Midterm Grades Reported:</p> <ul style="list-style-type: none"> • 201810: 99.5% • 201820: 92.2% • 201830: 99.8% <p>Documentation: Syllabus Part A; Argos Grade Report</p>	<p>Promote the availability and purpose of midterm grades to students.</p> <p>Investigate ways for faculty to engage students who have received poor midterm grades.</p> <p>The QEP will continue to use Advisee Midterm Grade Reports to track the academic success of First Time Freshman and provide follow-up contact as appropriate.</p>
Initiate activities within each department focused on increasing retention	Retention activities were implemented across the Academic Affairs Division including	Continue to incorporate best practices, activities, and QEP components related to retention.

	<p>professional development training for faculty members.</p> <p>The MASG Program Manager has ongoing dialog with new adjuncts on best practices for student instruction/retention. CRJ & LEG used email outreach to contact students to reduce WA grades. Nursing Retention Committee disbanded with new course, NUR 170 Nursing Applications, developed to improve retention by including course content identified as weaknesses from the ATI.</p> <p>The SURG Program manager developed a retention plan in conjunction with the annual program report. This plan included developing an informational video, increasing meetings with students to a minimum of 3 times a semester, and scheduling meet-and-greet sessions at clinical sites to foster communication.</p> <p>Documentation: 2018-2019 Departmental AERs</p>	<p>The use of the CRM in the upcoming academic year will be a major retention tool.</p> <p>Retention will be focus of BPS activities for 2019-2020.</p> <p>NUR170 retention will be evaluated in 2019-2020.</p> <p>Implementation of the SURG retention plan will begin in 2019-2020.</p>
Promote the use of Degree Works with students to support graduation	<p>DegreeWorks was moved to its own tab in myCCTC making it easier for students to locate. DegreeWorks was also promoted during New Student Orientation program breakout sessions. Students in COL 105 were introduced to DegreeWorks and used it to complete two advising assignments.</p> <p>Health Sciences faculty promoted the use of DegreeWorks for course planning, degree auditing, and graduation planning. CRJ and LEG Advisors complete a DegreeWorks graduation plan for each student to assist with course selection.</p> <p>Documentation: myCCTC; NSO; COL 105; CRJ & LEG AERs</p>	<p>DegreeWorks will continue to be used, in conjunction with the QEP, to promote program completion.</p>

Faculty will prepare Student Progress Plans for students in financial aid jeopardy	<p>All advisors are complying with the requests to complete SPPs for students. Department Chairs, Program Managers, and Deans also participate in this process.</p> <p>Documentation: SPP Policy & Procedure</p>	Continue to prepare SPPs for students in financial aid jeopardy. The online process will continue to be used.
Explore the development of a process for tracking and administratively graduating students upon program completion	<p>Incomplete.</p> <p>Documentation: N/A</p>	Work collaboratively with ILT and Student Records to refine Argos Report for Administrative Graduation to identify students who have completed all graduation requirements, but have not yet applied for graduation. Ensure students who complete requirements for nested programs receive credentials for them.
Increase instructor-initiated communication with students in online courses	<p>Distance Education Coordinator distributed a sample rubric of best practices and tools to use in D2L to increase instructor initiated feedback and contact.</p> <p>All General Education faculty were instructed to communicate regularly with online students in various formats (email, announcements, interaction in the discussion board, etc.) and to make an effort to check email for online courses more often than the college mandates.</p> <p>CRJ and LEG instructors added extensive use of weekly announcements. ECED increased instructor-initiated communication through increased discussions in coursework for ECD 203 and ECD 131. HUS increased communication with voice/video recording and increased number of announcements.</p> <p>Documentation: Distance Education Rubric & Tools; 2018-2019 Departmental AERs</p>	<p>Increasing instructor-initiated communication with online students will continue to be a college-wide initiative and training topic in the upcoming academic year.</p> <p>Medical Record Coding program manager will write individual communication and progress reports for GPA and absenteeism after weeks 3, 6 and 10 in spring semester and week 5 in summer term.</p>

Continue to implement process to ensure first time students to enroll in COL 105 Freshman Seminar during their <u>first</u> semester at CCTC	<p>The percentage of FTF taking COL 105 during the first semester is provided in the chart below.</p> <table><tr><th>AY</th><th>Fall</th><th>Spring</th><th>Summer</th></tr><tr><td>2015*</td><td>42%</td><td>39%</td><td>33%</td></tr><tr><td>2016</td><td>75%</td><td>64%</td><td>59%</td></tr><tr><td>2017</td><td>72%</td><td>66%</td><td>54%</td></tr><tr><td>2018</td><td>71%</td><td>64%</td><td>41%</td></tr></table> <p>*Only select programs required COL 105</p> <p>Documentation: Argos Report AA OEP 06</p>	AY	Fall	Spring	Summer	2015*	42%	39%	33%	2016	75%	64%	59%	2017	72%	66%	54%	2018	71%	64%	41%	Continue to advise first-year students to take COL105 in their first semester. Processes should remain in place to ensure FTF enroll in COL 105.
AY	Fall	Spring	Summer																			
2015*	42%	39%	33%																			
2016	75%	64%	59%																			
2017	72%	66%	54%																			
2018	71%	64%	41%																			

Goal No. 3

3. PROGRAM ADMINISTRATION – Academic departments will ensure programs have vitality and meet accreditation and workforce requirements.

Expected Outcome for Goal No. 3

- 3.1 Program outcomes will meet workforce needs.
- 3.2 Currently accredited programs will maintain accreditation.
- 3.3 New program accreditation will be acquired for Human Services.
- 3.4 Departments will complete program reviews on a 5-year schedule.
- 3.5 Dual Enrollment and Early College courses will be offered.
- 3.6 Career center courses will be articulated for selected programs of study.
- 3.7 Partnerships between credit and non-credit divisions will be explored.
- 3.8 Continuing education and workforce training program offerings will expand.
- 3.9 Program offerings at the Kershaw County Campus will expand.

Supports College Strategic Goal: 1, 5, 6, 7
Supports College Annual Goal: 1, 4, 7, 9, 10, 12
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Use Program Outcomes Assessment Tables (POATs) to summarize program outcomes and identify areas for action	Faculty and Department Chairs/Program Managers compiled POATS for their respective departments to reflect the level of attainment of learning outcomes. These were reviewed for improvement, and	AA/AS program outcomes have been revised for 2019-20 to more accurately assess the AA/AS programs. In addition, assessment methodology has been revised to improve collection of data.

	<p>changes and results compared to previous years to identify trends.</p> <p>The Dean of General Education collaborated with IE & Planning to revise the POATs for the General Education Certificate, Associate in Arts degree, Associate in Science degree, and College-wide General Education outcomes.</p> <p>Documentation: 2018-2019 Departmental POATs</p>	<p>MTHC will monitor how the program measures outcomes. The 2019-2020 Academic year will need to include a new matrix that reflects the changes in program outcomes and the revisions in courses due to Department of Education mandated changes for clock hour-hour programs.</p> <p>PHMT achieved successful results in all but one of the learning outcomes in 2018-19. The program will monitor and update curriculum, evaluation tools, and material to ensure industry standards are met.</p>
Hold Advisory Committees meetings, maintain minutes, use input for improvement	<p>Academic departments conducted 24 advisory committee meetings, recorded minutes of the meetings, and submitted these to the respective deans and VP for Academic Affairs.</p> <p>Documentation: 2018-2019 Advisory Meeting Minutes</p>	<p>Feedback from advisory committee members was used to make curriculum changes and to maintain relevancy of the curriculum with changes in technology and workforce trends. Examples include:</p> <ul style="list-style-type: none"> • Online option for AS program to be available next academic year with addition of BIO 101 and BIO 102 online. • CRJ is exploring new hybrid course format to attract existing agency employees seeking their associate's degree. • Education pathway being investigated for students interested in pursuing degree in education.
Maintain current level of program accreditation	<p>All programs currently accredited maintained their accreditation status and made reports in a timely manner.</p> <ul style="list-style-type: none"> • Paralegal ABA Mid-term report approved in August 2018. • HUS submitted Self Study in July 2019. • ECED submitted Annual Report in March 2019. • Natural Resources Program (NRM) was awarded a one year Accreditation by NAWTA 	<p>The NRM program will make as many of the NAWTA suggested improvements as possible and reapply for accreditation at the 2020 conference.</p> <p>HUS will prepare for accreditation site visit.</p>

	<p>at the 2019 annual NAWTA conference, which was hosted by CCTC.</p> <ul style="list-style-type: none"> • The Surgical Technology site visit was conducted in June 2019. The ST program was praised for its organization and all areas of non-compliance revised. • HVAC program accreditation was reaffirmed for 6 years. • Automotive program accreditation was reaffirmed through 8/1/2024. <p>Documentation: 2018-2019 Departmental AERs; IE Share Drive</p>	
Complete Program Reviews for programs scheduled in 2018-2019	<p>Program Reviews submitted and approved for 2018-2019: AA, AACH, ADN, AS, BACH, MTHC, PARA, and SURG.</p> <p>Documentation: 2018-2019 Program Reviews</p>	<p>The AA/AS program removed CPT 101 as a required course, effective 2019-2020. Additional hours were added to the elective category. New courses were added by the humanities department.</p> <p>2019-2020 Program Reviews include General Technology, Human Services, Medical Assisting, Mechatronics, Automotive, General Education, and Pharmacy Technician.</p>
Respond to requests for Dual Enrollment and Early College courses	<p>All Dual Enrollment and Early College requests were met and staffed with predominantly full-time faculty.</p> <p>NRM and other technical programs are actively seeking articulation with WTC, formerly ATEC, in Camden for the classes NRM 101, 102, 110, and FOR 154.</p> <p>Documentation: Course Schedule 2018-2019</p>	<p>Dual Enrollment and Early College courses will continue to be scheduled, developed, offered, and taught in area high schools when requested</p> <p>Develop a skill list for classes listed for articulation, discuss with WTC instructors how we teach those skills, and support WTC as they move toward articulation.</p>
Identify specific enrollment strategies for programs that do not demonstrate adequate enrollment to sustain the	<p>Technical programs were marketed through advertising scholarships at the College that supported these programs. The</p>	<p>The PHMT program will continue to develop a hybrid program pathway. The program manager will also develop a</p>

<p>program; specifically Automotive Technology, Pharmacy Technology, HVAC, and Computerized Numeric Control (CNC)</p>	<p>SC Propane Gas Assn provided funding for HVAC programs in the SCTCS.</p> <p>MGT developed a marketing plan for introducing new certificates and Management program changes. Scheduled 1st semester courses for Office Management and Entrepreneurship courses to align with HS schedule. Developed and sent information about dual-enrolled certificates to HS counselors and business faculty.</p> <p>The Pharmacy Technician Program Manager worked on developing a hybrid course option to be launched 2019-20.</p> <p>HVAC, CNC, and Automotive conducted various visits with schools and industry for promotion but no program met max enrollment numbers.</p> <p>Documentation: 2018-2019 Departmental AERs</p>	<p>continuous marketing strategy to inform local businesses about the availability of this pathway.</p> <p>In 2019-2020, programs that have consistently decreased in enrollment for three years will be identified for increased promotion and marketing.</p>
<p>Coordinate recruitment and marketing activities at the program level in concert with recruiting and PR staff</p>	<p>The College has developed more CentralGo vlog promotional videos for academic programs. Enrollment and recruitment events included Kershaw Discovery Day, Academic Challenge, iMagine CCTC, and a Manufacturing Expo that targeted high school and middle school students.</p> <p>The High School Engagement Team created a calendar of recruiting and marketing events to give program managers advance notice.</p> <p>ADN faculty participated in high school and junior high school events, college career fair, high school faculty tours of HSC,</p>	<p>Academic Affairs, Student Affairs, and Public relations will continue to work together to support program growth and vitality.</p> <p>Utilize the Recruitment Calendar to coordinate activities.</p>

	<p>Boys & Girls Club tour of HSC, and New Student Orientation.</p> <p>Documentation: CCTC Website; Recruitment Calendar; High School Engagement Team Minutes</p>	
Explore partnerships between academic programs and the Workforce Development	<p>Academic youth apprenticeships were explored for BD and Kaydon/SKF. Continued to manage ongoing academic apprenticeships with Continental, CMD, Coffey & McKenzie, City of Florence, BCA and ReWa. Workforce Development provided training to academic students (CPR, forklift, OSHA). Offered certification course to 127 credit students through a scholarship program.</p> <p>Documentation: 2018-2019 Workforce Development AER</p>	<p>WFD & SCETC staff will continue to work with employers to establish academic apprenticeship programs.</p> <p>Continue to explore additional ways for academic programs and workforce development to partner.</p>
Determine which training programs may be appropriate for online delivery	<p>Provided online training for 148 students via Workforce Development.</p> <p>Pharmacy Technician Program Manager initiated the process of developing hybrid PHMT courses.</p> <p>MRCO Program Manager developed fully online Advanced Medical Coding curriculum.</p> <p>Documentation: 2018-2019 Departmental AERs</p>	<p>WFD will continue to offer training to meet the needs of students.</p> <p>The PHMT program will continue to develop a hybrid program pathway.</p> <p>Advanced Medical Coding will be offered in Fall 2019.</p>
Support articulation effort for Mechatronics and Welding programs at county career centers, with focus on the new ATEC campus	<p>For Mechatronics, two proficiency tests were administered to two students at WTC, formerly ATEC.</p> <p>For Welding, select courses are outlined for articulation agreements and are offered to the 4 county career centers. No student requested proficiency testing for Welding in 2018-19.</p>	<p>Proficiency tests for Mechatronics and Welding will be offered again in the 2019-20 academic year.</p>

	Documentation: 2018-2019 Departmental AERs	
Support articulation effort for Early Child Care and Criminal Justice programs at county career centers	<p>CRJ articulation agreement being developed with Kershaw County WTC to mirror agreement with students at FE Dubose. Proficiency Testing completed at FE Dubose.</p> <p>ECD 101 taught fall and spring at WTC; articulation agreement signed and process being developed at FE Dubose. Proficiency testing for ECD students administered at WTC, FE Dubose, and Sumter County Career and Technical Center.</p> <p>Sumter County Career and Technical College and BPS Dean communicated about increased course offerings.</p> <p>Documentation: 2018-2019 Departmental AERs</p>	Continue to support for articulation efforts for CATE programs that align with College offerings.
Support articulation effect for Patient Care Technician program at county career centers	<p>This strategy was not accomplished in 2018-2019. However, the Dean of Health Sciences had preliminary discussions about forming pathways for students from Kershaw and Clarendon career centers to transition into CCTC's Patient Care Technician program.</p> <p>The PCTC Advisory Meeting was held October 19, 2018. Strengths and weaknesses were discussed with suggestions for improvement.</p> <p>Documentation: Meeting Minutes</p>	<p>Continue this strategy in 2019-2020.</p> <p>The next PCTC Advisory Meeting will be held October 18, 2019. PCTC program changes will be presented at the meeting.</p>
Offer new programs for 2018-2019 at the Kershaw County Campus	<p>Added Engineering Design Technology and Mechatronics as programs offered at the Kershaw County Campus.</p> <p>CONNECT classroom technology utilized at the Kershaw County Campus, which</p>	No new programs are being considered for addition at the Kershaw County Campus at this time.

	allows students to take coursework applicable to programs that were previously only offered at Main Campus such as AHS-102.	
	Documentation: 2018-2019 Course Schedule	

Goal No. 4

4. FISCAL RESOURCES AND RESPONSIBILITY – Academic departments will operate with fiscal responsibility and provide adequate facilities and human resources to support teaching and learning.

Expected Outcome for Goal No. 4

- 4.1 Sufficient faculty to support increased Dual Enrollment and Kershaw County Campus course offerings and enrollment.
 4.2 Grants will be properly implemented.
 4.3 Work collaboratively to develop a plan for utilizing the designated land in Pinewood.

Supports College Strategic Goal: 4, 8
 Supports College Annual Goal: 4, 6, 10, 11, 12
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Assign necessary faculty to support course and program offerings at Kershaw County Campus	Assigned two additional General Education faculty in History and Psychology. A new faculty member for Mechatronics was assigned to Kershaw to support Mechatronics at that campus. Documentation: Office Locations	The number of faculty assigned to Kershaw County Campus is sufficient at this time.
Explore new grant opportunities to support academic programs	A Strengthening Institutions Grant was submitted in July 2019 that would provide almost \$450,000 each year for 5 years to consolidate and integrate academic support services, create new educational initiatives that improve the quality of its courses and programs, and expand the scope and reach of academic advising by creating unified Tutoring, Education, Advisement, Career, and Help (TEACH) Centers. Notice of award or denial will be received in September 2019.	Continue to explore opportunities to support academic programs through grant funding.

	<p>Other successful grant submissions include awards from:</p> <ul style="list-style-type: none"> • Caterpillar Foundation, to support Freshmen Focus personnel • SC DHEC, to support training and education about recycling • Perkins, to support CTE programs and students • League for Innovation in the Community College, to support hosting a public health event <p>Documentation: Grant Summary Sheet</p>													
Complete integration of CONNECT through faculty training and support	<p>CONNECT software and equipment is fully integrated in the five classrooms. Training was offered each semester for faculty teaching CONNECT classes. CONNECT classes are designated by the V section in Banner. AY 2018 enrollments are shown in the table below:</p> <table border="1"> <thead> <tr> <th>Term</th><th>#classes/Sec</th><th>#students</th></tr> </thead> <tbody> <tr> <td>201810</td><td>15/37</td><td>248</td></tr> <tr> <td>201820</td><td>14/34</td><td>208</td></tr> <tr> <td>201830</td><td>7/21</td><td>68</td></tr> </tbody> </table> <p>Documentation: 2018-2019 Course Schedule; PDP Calendar</p>	Term	#classes/Sec	#students	201810	15/37	248	201820	14/34	208	201830	7/21	68	Investigate collaborating with secondary schools to develop CONNECT rooms for Dual Enrollment.
Term	#classes/Sec	#students												
201810	15/37	248												
201820	14/34	208												
201830	7/21	68												
Develop a plan for utilizing the designated land in Pinewood	<p>The Pinewood Development Authority authorized a viability study to be conducted on the Rimini site. Seamon-Whiteside (SW+) was the engineering firm chosen to conduct the study. The results were that SW+ recommended that moving the NRM program to the Rimini site was supported.</p> <p>Documentation: Pinewood Booklet; Rimini Economic Impact</p>	Decide, after the completion of the Academic and Facilities Master Plan, whether to move NRM to Rimini site or take no action.												

Goal No. 5

5. COLLEGE ADVANCEMENT – Academic Affairs Division will support college-wide initiatives that advance the college and support the needs of its constituencies.

Expected Outcome for Goal No. 5

- 5.1 New programs will be developed.
5.2 Academic Affairs Division will be in compliance with SACSCOC standards.
5.2 QEP implementation and data collection/reporting will be completed for Year 4.
5.3 New industry partnerships will be explored.
5.4 Apprenticeship programs will increase in number and diversity.
5.5 Expanded support for higher education transfers will be implemented.
5.6 Necessary steps for Bachelor Degree in Advanced Manufacturing will be coordinated.

Supports College Strategic Goal: 3, 5, 6, 7
Supports College Annual Goal: 2, 3, 5, 7, 9, 12
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Analyze academic policies and practices to ensure compliance with SACSCOC	The Director of Institutional Effectiveness and Research along with the Vice President for Academic Affairs monitors activities that are influenced by SACSCOC accreditation requirements and responds accordingly. No CCTC Directives under Academic Affairs required revision in 2018-2019. Documentation: CCTC Directives	
Remain current with SACSCOC policies and updates through conferences and literature	The Director of Institutional Effectiveness and Research and the Director of Planning and Grants attended the SACSCOC Annual Conference in December 2018 to receive updates and remain current with SACSCOC policies. Documentation: Conference Registration; Meeting Minutes	With the Fifth Year Report is due on September 15, 2021, several CCTC staff will attend the SACSCOC Annual Conference during 2019-2020. Develop a formal plan for collecting information and writing the Fifth Year Report in 2019-2020.
Collaborate with all divisions of the College to implement Year 4 of the QEP	The QEP has been implemented in all divisions of the College for the fourth year. Faculty are engaged in the college-wide goals outlined in the QEP related	The Comprehensive Advising Process continues to be difficult for students in the AA/AS programs.

	<p>to Student Learning Outcomes. The Comprehensive Advising Process (CAP) is working well in most departments, but is hardest to manage for AA/AS due to the large numbers of students, lack of availability of faculty who are teaching at multiple locations, and diversity of course sequence/options for program completion.</p> <p>Documentation: QEP Steering Committee Minutes</p>	<p>Continue to investigate ways to improve the Comprehensive Advising Process.</p>
<p>Maintain data as outlined in the QEP and produce summary report for Year 4</p>	<p>All data has been consistently recorded throughout the four years of the QEP. A Report Card for Year 4 will be shared with the College in September.</p> <p>Documentation: QEP Steering Committee Minutes</p>	<p>Year 5 will be the final reporting year for the QEP. All data will be maintained as outlined in the QEP and a final report will be developed for submission to SACSCOC as part of the Fifth Year Report, which is due in September 15, 2021.</p> <p>Evaluate which components of the QEP the College should maintain</p> <p>Participate in SACSCOC Summer Institute (QEP Coordinator) in preparation for the QEP report</p>
<p>Develop new partnerships with business and industry leaders</p>	<p>WFD staff met and delivered training for Armoloy, Baker's Sweets, BCA, Cardinal Health, Carolina Filters, CAT, City of Sumter, Cogsdill, Colonial Packaging, Eaton, Eckerd, EMS, Hengst, International Paper, Kershaw Co. Voc. Rehab., Midlands Fatherhood Coalition, Oak Mitsui, UpWard Bound, Santee Lynches COG, Shawmut, Suominen and WeylChem.</p> <p>AOT is in process of adding required field experience to program; met with McLeod Health to determine possible placements. HUS, ECED regularly seek new businesses agencies for field placements.</p>	<p>Maintain and expand partnerships with business and industry leaders.</p>

	<p>The PHMT Program Manager made new partnerships with local pharmacies including McLeod Florence, Medical Court Pharmacy, and Anderson's Pharmacy.</p> <p>Documentation: 2018-2019 Departmental AERs</p>	
Expand apprenticeship opportunities	<p>Academic youth apprenticeships were launched with BD and Kaydon/SKF. We continued to manage ongoing academic apprenticeships with Continental, CMD, Coffey & McKenzie, City of Florence, BCA and ReWa.</p> <p>Documentation: 2018-2019 Workforce Development AER</p>	As a result, WFD & SCETC staff will continue to work with employers to establish academic apprenticeship programs.
Promote admission agreement opportunities at 4-year institutions	<p>New Articulation agreement with St. Leo's for CRJ and HUS.</p> <p>The College also benefited from statewide transfer agreements coordinated by the System Office including ECPI, Columbia College, and SC State University.</p> <p>Members of the Deans Council met with representatives of other higher education institutions including USC-Columbia (pathways to teacher education), Columbia College (guidelines for transfer), and Clemson (education pathways).</p> <p>Documentation: CCTC Transfer Agreements; Meeting Minutes</p>	Continue to add and promote new "2+2" opportunities.
Investigate pathway to best support student pursuit of a 4-year degree in education	<p>A pathway is currently underway with USC Columbia to offer courses to students pursuing a 4-year degree in education. Courses added to the curriculum include MAT 250 Elementary Mathematics, MAT 251 Elementary Mathematics II, ENG 207 Literature for Children, EDU 201 Classroom Inquiry with Technology, EDU 230 Schools in</p>	The education pathway will be jointly advertised by USC and CCTC Public Relations around October 2019.

	Communities, and EDU 241 Learners & Diversity. Documentation: CCTC & USC-Columbia Agreement	
Coordinate the necessary steps to offer Bachelor Degree in Advanced Manufacturing	The BASAM Development Team was assembled in November 2018 under the direction of the Executive Leadership Team. The College will follow the processes developed by State Tech and CHE, which include completing a regional workforce needs assessment, budget, and curriculum plan. Documentation: Planning Share Drive, BASAM Folder	Finalize BASAM advisory committee membership and curriculum in 2019-2020 to support submitting full proposal to State Tech and CHE.
Develop new programs to offer in the future	Developed four new programs of study: <ul style="list-style-type: none"> • Advanced Medical Coding Certificate • Logistics and Supply Chain Management Certificate • Marketing and Sales for Small Business • Office Management Certificate Documentation: 2019-2020 Catalog	These four certificates will be offered beginning in Fall 2019.

Goal No. 6

6. DEPARTMENTAL MANAGEMENT – Departments will implement strategies to plan, manage, and evaluate departments and budgets for the purpose of continuous improvement.

Expected Outcome for Goal No. 6

- 6.1 All academic departments within Academic Affairs will answer “Yes” to 100% of the Academic Affairs Departmental Checklist items.
- 6.2 All administrative units within Academic Affairs will implement strategies for the purpose of continuous improvement.
- 6.3 Faculty and academic leaders will appropriately load instructional assignments to ensure student success.

Supports College Strategic Goal: All
Supports College Annual Goal: All
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
All academic departments will demonstrate planning, management, and evaluation for the purpose of continuous improvement by successfully completing activities listed in the Academic Affairs Departmental Checklist	All academic departments in the division successfully completed activities listed in the 2018-2019 Academic Affairs Departmental Checklist. Documentation: 2018-2019 Departmental AERs	Continue to require all academic units to demonstrate planning for continuous improvement.
All administrative units will demonstrate planning, management and evaluation for the purpose of continuous improvement by successfully completing appropriate assessments and planning documents	All administrative departments in the division successfully completed activities listed in the 2018-2019 Academic Affairs Departmental Checklist. Documentation: 2018-2019 Departmental AERs	Continue to require all administrative units to demonstrate planning for continuous improvement.
Review the policies and practices for optimum academic loading for departmental faculty and department chairs to ensure appropriate allocation of courses to support student success	Reviewed academic loading with ELT to determine most effective use of College resources; a decrease in enrollment did not allow the College to make any changes in 2018-2019. Documentation: 2018-2019 College Enrollment and Budget	Review loading for 2019-2020 to ensure equity and quality instruction.

Academic Affairs Departmental Checklist

- ☒ Y ☐ N ☐ N/A 1. Departments completed and evaluated their previous plan of action and made recommendations for continuous improvement. (Documentation: Department Annual Effectiveness Report and Plan of Action)
- ☒ Y ☐ N ☐ N/A 2. Departmental plans of actions are linked to strategic plans. (Documentation: Department Plans of Action)
- ☒ Y ☐ N ☐ N/A 3. FPMS/EPMS process has been completed. (Documentation: FPMS/EPMS in online review system)
- ☒ Y ☐ N ☐ N/A 4. Student evaluations have been reviewed and used for continuous improvement. (Documentation: Summaries on file with department)
- ☒ Y ☐ N ☐ N/A 5. All syllabi (Parts A and B) for the year are posted in *myCCTC*. Part C is filed electronically for all class sections. (Documentation: Syllabi)
- ☒ Y ☐ N ☐ N/A 6. Programs of study reviewed according to 5-year cycle. (Documentation: Program reviews on file with the Director of Planning and Grants)
- ☒ Y ☐ N ☐ N/A 7. All advisory committees have met at least once per year, and the results have been used for continuous improvement. (Documentation: Minutes on file in Academic Affairs Division)
- ☒ Y ☐ N ☐ N/A 8. All program changes and course pre-requisite changes were submitted to the CCTC Curriculum Committee by November 1. (Documentation: Curriculum Committee Minutes on file with Academic Affairs Division Office)
- ☒ Y ☐ N ☐ N/A 9. Used State Tech program vitality results as an indirect measure of program success. (Documentation: Reports on file with the Director of Research and Institutional Effectiveness; analyses on file in departments)

STUDENT AFFAIRS
2018-2019 AER

Mission: Student Affairs strives to provide professional and exceptional customer service to all students in a friendly atmosphere to facilitate personal and professional growth of students. We are committed to the success of students by offering services through Recruitment, Admissions and Counseling Services, Student Records, Career and Learning Services, TRIO, Advisement and Registration, Testing, and Financial Services, regardless of location. We promote open and confidential communication to ensure trust and integrity. Our innovative services empower students as they prepare for the future.

Goal No. 1

1. Support student success and assess learning by integrating technology into student services programs.

Expected Outcome for Goal No. 1

- 1.1 Technology rich environment provided.
- 1.2 Student learning and effectiveness of programming assessed.
- 1.3 Communications improved.

Supports College Strategic Goal: 1
Supports College Annual Goal: 1
Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Work with Information Learning Technologies to implement Banner 9	<p>Collaborated with ILT for Banner 9 training for all division personnel Fall 2018.</p> <p>Went live with Recruitment and Admissions January 3, 2019, Financial Aid May 2019, and Student Records October 1, 2019.</p> <p>Documentation: Emails; Help Tickets; Banner 9 Training Sign-In Sheets</p>	Continue to work on E-transcripts issue and financial aid issues.
Implement Customer Relationship Management (CRM) tool to improve student communications and conversion rates	<p>CRM Vendor, TargetX, secured. Project build for Recruitment Suite began May 2019.</p> <p>Documentation: CRM Contract; Project Status Reports</p>	Go live with Recruitment Suite by December 2019 and Retention Suite by May 2020
Promote services and events through Communication and Social Media Specialist and CRM	1,825 communications completed by email, phone, and letters.	Increase communications through CRM

	Documentation: High School Engagement Team Meeting Minutes; CRM Progress Updates	
Collaborate with Public Relations to determine feasibility of college-wide text messaging system to be used by departments	Made decision to implement text-messaging system via CRM in December 2019. Documentation: CRM Materials & Communications	Implement text messaging once live with CRM.
Collaborate with Academic Affairs and Information Learning Technologies to offer CONNECT classes at outreach locations	Scheduled CONNECT classes at outreach locations each semester to assist with meeting enrollment goals. Offered ENG 100 in 201820 via CONNECT to avoid cancellation at Lee County Site and F.E. Dubose. Documentation: Course Schedule	Collaborate with Academic Affairs every semester on course scheduling in Connect classrooms.
Create Frequently Asked Questions (FAQs) for each department to be housed on college website	Created FAQs for Student Engagement Department. Questions will be housed on website. Created FAFSA fact sheet housed on website and hard copy provided in Registration Labs and at high school events. Other departments did not complete due to implementation of CRM. Documentation: Student Engagement FAQs; Forms; Tools on Website	Determine best location for each department's FAQs – CRM or college website.
Create electronic application for Special Populations program	Created electronic copy of Special Populations Program application available on College's website and forms library. Documentation: College Website; Special Populations Program Application	Completed.
Complete indexing project for Continuing Education records	Decision was made to investigate handling project in-house due to cost.	Prioritize for completion in 2019-2020 academic year.

	Documentation: Email Communications	
Offer laptop lending through PBI program to address student technology needs	63 laptops issued to students during year. Highest usage since 2015 documented Summer 2019. Conducted monthly inspections and worked with User Support to troubleshoot issues. Completed inventory control of items. Documentation: Laptop Lending Data Report; Emails to Students; Check-In Reports	Continue to promote Laptop Lending program. Expand service area to include all high needs students. Continue to send email to students to promote program at beginning of semester.
Investigate the feasibility of implementing the Accuplacer Diagnostic Tool	Not completed. Accuplacer currently is not offering diagnostic testing with implementation of Next Generation exams. Documentation: Accuplacer Secured Site	Explore testing tools and resources to use in addition to placement test study guides.
Collaborate with Academic Affairs to implement RP Now for remote test proctoring	Implemented RP Now Fall 2018 for remote test proctoring. Documentation: RP Now Contract	Discontinue use of RP Now due to lack of time-sensitive monitoring issues.

Goal No. 2

2. Implement retention strategies in student support programs to increase retention and improve program completion.

Expected Outcome for Goal No. 2

- 2.1 Program participants contacted monthly to improve student engagement.
- 2.2 Personal and psychological issues addressed to improve retention.
- 2.3 Retention of high-need students improved.
- 2.4 CLEP/DSST testing increased to reduce time to program completion.

Supports College Strategic Goal: 1
 Supports College Annual Goal: 2
 Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide personal contact to special program participants, including veterans to ensure engagement; contact high-need students weekly	Contacted students via email campaigns for Life/FWS/VA options each semester. Emails sent in February to all graduating seniors from list provided by	Collaborate with CRM Team to improve communications with all student groups.

	<p>local high schools for Life Scholarship eligibility. Phone campaign initiated in fall and spring semester to contact FWS for employment opportunities.</p> <p>VA students were emailed 60 to 45 days out from beginning of each semester to ensure registration was completed and remind students to complete certification request forms submitted online.</p> <p>Contacted high-need TRIO students weekly. Increased engagement by 2%.</p> <p>Provided weekly contacts through emails to Special Populations Program participants and ADA students receiving accommodations to ensure engagement.</p> <p>Documentation: TRIO Counselor Contact Sheets; Special Populations Emails; Financial Aid Emails; Argos</p>	
Review the “crediting hours” policy and procedures and make necessary changes to ensure compliance with federal regulations and to increase retention of students	<p>Utilized Degree Works to simplify the crediting of hours for SAP purposes. Degree Works identified hours not required in program when evaluating. Hours entered in the ROANYUD screen to reduce attempted hours in SAP calculation.</p> <p>Documentation: Emails; Argos Reports; Data Reports</p>	Completed.
Assist students with personal, social, and psychological issues through the Behavioral Intervention Team (BIT); promote use of BIT to faculty; assess effectiveness of BIT	<p>Provided counseling to 25 students with personal, social, and psychological issues through Behavioral Intervention Team. Promoted BIT during Fall 2018 Faculty training.</p> <p>Documentation: PowerPoint Presentation; BIT Referrals & Counseling Notes</p>	Provide training opportunities to Behavioral Intervention Team to become Mental Health First Aid certified to better serve and counsel students in distress.

Increase enrollment and retention of high-need, STEM, and AA male students through strategies implemented in the PBI Competitive Grant Program	<p>Implemented several strategies to improve retention to include workshops, presentations, tutoring services, employer visits, college visits, professional development for faculty and staff, and expanded use of technology.</p> <p>Retention rate of all students is 72%; retention of AA males in STEM is 79%.</p> <p>Documentation: PBI Grant Reports & Programming Evaluations</p>	Continue to focus on enrollment and retention of this population.
Provide services through TRIO Student Support Services to achieve program retention rate of 65% and graduation rate of 15%	<p>Provided services resulting in retention rate of 71%; 6% over Department of Education mandated rate. Graduation rate of 22%; 7% over Department of Education mandated rate.</p> <p>Documentation: Annual Performance Report</p>	
Increase completion of CLEP/DSST testing by 5% through improved marketing to shorten time to program completion	<p>Increased number of CLEP/DSST offerings by 8%:</p> <ul style="list-style-type: none"> • 2017-18: administered 13 CLEP/DSST exams • 2018-19: administered 14 CLEP/DSST exams <p>Documentation: RegisterBlast & Testing Report</p>	Explore additional test offerings to shorten program completion, support career progression, and generate revenue.

Goal No. 3

3. Provide student support services and programs that address diverse needs of prospective and current students to enhance educational experiences and support program completion.

Expected Outcome for Goal No. 3

- 3.1 Student Life opportunities provided to improve personal and professional growth of students.
- 3.2 Financial and personal needs of students addressed through specialized programs.
- 3.3 Target populations for marketing identified based on data analysis.
- 3.4 Marketing materials developed and resources obtained as needed.
- 3.5 Grant opportunities sought to improve services and facilities.

Supports College Strategic Goal: 1, 2
Supports College Annual Goal: 3
Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Implement procedures for marketing and awarding SC Promise Scholarship	<p>Promise awarded and maintained manually to ensure accurate awards. Separate codes created to track tuition and book components of the award. Awarded \$94,873.02 (64%) of total tuition allocation, \$148,249.50. Awarded \$16,213.64, (39%) of total book allocation, \$41,616.50.</p> <p>List of students not eligible for Scholars and Stop Outs in good academic and financial aid standing from Clarendon and Lee Counties submitted to Financial Aid. Promoted to prospective and admitted students by recruiters and counselors.</p> <p>Documentation: Financial Aid Emails; Data Report; Students Enrolled last 3 Years, Not Graduated, Not Enrolled</p>	<p>Promise funds not exhausted in the 2018-19 year will be offered again until funds are gone in 2019-20 academic year.</p>
Research regulations related to baccalaureate degrees for possible implementation in AY19-20	<p>Greenville Technical College piloted degree during 2018-19 year. CCTC processes will be determined following GTC model.</p> <p>Documentation: Degree Research Information in IE & Planning Department</p>	<p>Research Department of Education requirements to implement Baccalaureate degree once approved.</p>
Seek grant opportunities to improve services and facilities	<p>Provided information and data to Planning and Grants department for Title III grant application.</p> <p>Documentation: Title III Grant Application</p>	<p>Continue to seek alternative funding opportunities.</p>
Review Massage Therapy program to determine feasibility of moving to credit hour program	<p>During the annual E-APP process, program adjusted, approved for the 2018-19 year pending revision of the length of hours. Decision to leave program as clock hours made and program length reviewed for 19-20.</p>	<p>Completed.</p>

	Documentation: Emails; Reports	
Review High School Articulation Process; make necessary changes; document process and communication to appropriate faculty	Revised Secondary School Articulation process for fall 2019. Directive 6.23 (Transfer and Advanced Standing), competency forms, and website updated. Documentation: Registrar Drive/Records Forms	Monitor the new process and make changes as needed.
Investigate Preferred Name policy	Not completed. Documentation: N/A	Add to Plan of Action for 2019-2020 academic year.
Coordinate with other TRIO programs and community agencies to expose students to cultural activities	Offered eight college visits with ten cultural event visit opportunities for students. Documentation: College Visits; Cultural Events Sign-In Forms	Continue to provide opportunities to expand cultural awareness.
Identify additional exams and resources to be offered through Testing Center	Identified and implemented three new exams offered in the Testing Center: Residual ACT, Real Estate Certification, and Certipoint. Developed new exams chart to promote internally and externally. Documentation: Exam Chart	Collaborate with Public Relations Department to create new flyers and promote exams on website and social media.
Host five new Student Life events and increase offerings at outreach locations	Coordinated five new Student Life events and increased offerings at outreach in 2019: <ul style="list-style-type: none"> • Welcome Back Week Walking Tacos - January • Unity Celebration - February • Breakfast Bake Sale - March • Memorial Honor Breakfast - May • Titan Splash - June Documentation: Flyers; Emails	Conduct student survey to determine appropriate events for all campuses.
Provide specialized training for club officers to improve club outcomes and effectiveness	Conducted officer training to include Student Code of Conduct, Title IX, and soft skills to ensure advisors and officers were knowledgeable of college policies and procedures and improve club outcomes and effectiveness (November 2018 & January 2019).	Implement separate trainings for advisors and officers to address specific issues and needs of both groups.

	Documentation: PowerPoint Presentation; Sign-In Sheets; Emails	
Develop structured learning opportunities for students to grow learn about diversity, disability services, and Title IX rights	<p>Conducted three student learning workshops for students to learn about diversity, disability services, and Title IX in 2019.</p> <ul style="list-style-type: none"> • Smart Pen Orientation -January • Developmental Awareness and Diversity Event - March • Sexual Trauma Services of the Midlands Healthy Relationships Workshop - February <p>Documentation: Flyers; Sign-In Sheets</p>	Create online and face-to-face interactive Title IX, disability services, and diversity workshops for students.
Monitor pending applicant process to ensure goal conversion rate of 70%	<p>Goal of 70% conversion rate for pending applicants not met. Total conversion rate AY 18/19 is 66%.</p> <p>Goal met for pending paper applicants AY 18/19 with an 86% conversion rate. In comparison to AY 17/18, the conversion rate decreased by 3% (89%).</p> <p>Documentation: Pending Applicants & Pending Applicants (Admitted & Registered) Argos Reports; Admissions Info by Term & Web Applicant Call Campaign Argos Reports</p>	Increase in conversion of paper pending applicants by 4% until the online application process is fully implemented through the CRM.
Revise the Admitted/Readmitted Not Registered process to ensure conversion rate will be 80% for Admitted Not Registered and 65% for Readmitted Not Registered	<p>Goal of 80% conversion rate for admitted not registered not met, but significant increase from prior year.</p> <p>AY 18/19 76% conversion of Admitted Not Registered and 62% conversion of Readmitted Not Registered applicants because of increased contacts through emails and calls.</p> <p>In comparison, AY 17/18 72.5% conversion of Admitted Not Registered and 56% conversion of Readmitted Not Registered.</p>	Convert 80% Admitted Not Registered, and 65% Readmitted Not Registered applicants to registered students.

	Documentation: SA AD 002 & SA AD 006 Argos Reports; Master Readmitted & Admitted Conversion Rate Report	
Improve process and timeliness of communications to web applicants to achieve a conversion rate of 55%	<p>Goal of 55% conversion rate for admitted not registered not met.</p> <p>AY 18/19 web applicant conversion rate increased to 45% in comparison to the AY 17/18 web applicant conversion rate of 32%. Improvements to the web process included daily processing, daily emails, phone calls, and coordination with the pending paper application process.</p> <p>Source: Admissions Info by Term CSV; Web Applicant Call Campaign Argos Reports</p>	Increase conversion of web applicants by 10% until the online application process is fully implemented through the CRM
Create comprehensive communication flow for all prospects	<p>Communication flows for pending applicants coordinated with tested not admitted and FAFSA not admitted applicants to provide comprehensive communication for missing information and next steps. Communication plan established for the campus visit experience and better coordination with pending applicants.</p> <p>Documentation: Prospect Letters, Emails, & Task Lists</p>	Incorporate communication flows into CRM.
Analyze the intake process to enhance customer service	<p>Intake processes continuously reviewed, training manuals revised, and front desk training provided. Researched <i>Waitlist Me</i> and determined not to move forward. Discovered CRM has intake function.</p> <p>Documentation: Training Sign-In Sheets; Training Manuals; Waitlist Me Demo; CRM Xpert Academy</p>	Investigate to determine the best intake process using CRM and implement.
Investigate ways to create and maintain an Emergency Fund for students in need	<p>Created and maintained a Student Emergency Fund of \$291.00.</p> <p>Documentation: Budget</p>	Coordinate Student Emergency Fund committee meetings once per semester to review process and make necessary changes.

Promote Student Veteran Association (SVA) to increase membership and presence on campus	Did not promote SVA due to staffing issues. Documentation: N/A	Will promote through Student Life in AY 2019-20.
Host specialized events such as LIFE Scholarship Recognition, College Goal, Constitution Day, and veteran-specific events	Held College Goal at various high schools this year rather than one central event on main campus. Also held Constitution Day, Veterans Day in the fall, and Memorial Day event in the spring. Veterans Forum held in March. Veteran 101 held to educate staff on veteran student needs. Documentation: Emails; Sign-In Sheets; Data Reports; Flyers; Social Media Postings	Continue to bring awareness of college and programs by highlighting VRC and VUB in community. College Goal events allow staff to assist students in initiating or completing FSA IDs and FAFSAs during the high school visits.
Develop refund policy for VA benefits to prevent veterans from going into collection	No policy developed. Discovered awards still not promptly returned to VA within specified time to avoid collection activity. Documentation: Emails; Data Reports; VA Invoicing	Work with Business Office to identify and schedule a remedy using VA and internal audits.
Develop a process and communication plan for potential transfer students who have submitted an official transcript but have not yet been admitted/ readmitted	Created process for pending applicants for which the college has received official college transcripts. Pending applicants tracked on a spreadsheet. Pending transfer credit built into Banner. Students contacted to inform on pending transfer credit that can be awarded after admission to the college. Documentation: Registrar Drive/Outgoing & Incoming Transcripts Excel Sheet	Completed.

Goal No. 4

4. Develop and implement a plan to increase programs and services at the Kershaw Campus, resulting in an increase of at least 20% in enrollment at this location.

Expected Outcome for Goal No. 4

- 4.1 Student services and course offerings will increase.
- 4.2 Kershaw County Campus, programs, and services promoted to community.

Supports College Strategic Goal: 1, 2, 5
Supports College Annual Goal: 4

Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Host special events at the Kershaw County Campus to expose the public to new campus and program opportunities such as Mechatronics and Engineering Design Technology	<p>Hosted iMagine CCTC and Annual Kershaw Discovery Day in November 2018, and Elgin High School Art Exhibit in January 2019 to increase visibility of the Kershaw campus and programs of study.</p> <p>Documentation: Flyers; Sign-In sheets</p>	Collaborate with Recruitment and Admissions on coordination of recruitment related events.
Investigate ways to expand Kershaw Testing Center offerings	<p>Expanded test offerings at the Kershaw Testing Center by implementing Work Keys, MSSC exams, TABE testing and TEAS.</p> <p>Documentation: RegisterBlast & Testing Report</p>	Collaborate with Public Relations to improve marketing of new test offerings at the Kershaw campus to increase revenue from exam administration.
Provide expanded Student Life opportunities at the campus	<p>Expanded Student Life opportunities by 3 events at the Kershaw campus. 2017-18, conducted 12 Student Life events; 2018-19, conducted 15 Student Life events.</p> <p>Documentation: Flyers</p>	Conduct Student Life survey at to determine event offerings at all locations.
Collaborate with Academic Affairs to identify appropriate programs to grow enrollment	<p>Collaborated with Academic Affairs to implement Engineering Design Technology and Mechatronics at the Kershaw campus and 9 additional course offerings.</p> <p>Documentation: Course Schedule & Emails</p>	Continue collaborating with Academic Affairs to determine appropriate course offerings and programs of study to grow enrollment.
Gain feedback from Kershaw County Chamber, County Council and City Council	<p>Gained feedback from monthly Chamber of Commerce Board meetings, Kershaw County Economic Summit, and Kershaw County Industrial Association meetings. Shared feedback and requests with college leadership.</p> <p>Documentation: Meeting Minutes</p>	Explore new community committees to serve on to promote CCTC and increase networking opportunities.

Goal No. 5

5. Support graduation and program completion through improved graduation processes and promotion of transfer opportunities.

Expected Outcome for Goal No. 5

- 5.1 Graduation processes improved and promoted.
5.2 Transfer opportunities promoted to new and current students.
5.3 Graduation and transfer rates for targeted populations increased.

Supports College Strategic Goal: 1, 3
Supports College Annual Goal: 5
Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Provide services and college visits through TRIO Student Support Services to achieve program transfer rate of 5%	Transfer rate was 4% (down by 1%). Documentation: Annual Performance Report	Additional college visits to be implemented during the summer semester to better educate students on transfer opportunities.
Host College Transfer to promote transfer opportunities to current students	PBI Program and Student Records departments collaborated on joint program: Graduation & College Transfer Fair. 170 students and 30 institutions attended. TRIO Transfer Counselor assisted with event organization. Ensured transfer information was provided to TRIO students on Transfer Day. Documentation: Event Sign-In Sheets; Program Information; Flyers	Continue with joint program for combined program success and streamlined programming. Continue promoting web resources.
Increase graduation and transfer rates of high-need, STEM, and AA male students through PBI Competitive Grant program initiatives	Graduation rate for all STEM students is 20.4%. Transfer rate for high need students is 25%. Documentation: Annual Performance Report	Continue to use program initiatives to increase graduation and transfer rates of target population.
Host annual Graduation Fair in conjunction with Bookstore	Held combined Graduation Fair with College Transfer Day on March 26, 2019. Moved to a better location to boost attendance. Bookstore participated in the Fair. More	Continue to investigate ways to boost participation. Create a graduation page on public website or in myCCTC.

	than 30 colleges, universities, and outside organizations participated and over 170 students attended. Documentation: Sign-In Sheets; Email	
Automate graduation communications to ensure timely responses to students	Not completed. Documentation: N/A	Add to Plan of Action for 2019-2020 academic year.
Work with ILT to improve the administrative graduation process	The Administrative Graduation Report was not functional for several weeks following Banner 9 upgrade. This was corrected by ILT and is being utilized to communicate with students within one semester of program completion. Documentation: Argos AA013 Report	Continue to work with ILT to improve the administrative graduation process.
Establish a tracking method and communication plan for inactive students who are within one semester of program completion	A tracking method is in the early stages of development. This student population is pulled from the Administrative Graduation Report in Argos. Students identified were contacted and encouraged to register for remaining classes. Documentation: Registrar Drive/Graduation Folder	Continue to work on efficient communications with this population.

Goal No. 6

6. Attract and retain appropriate qualified staff to support delivery of services.

Expected Outcome for Goal No. 6

- 6.1 Qualified personnel hired, trained, and retained to ensure quality delivery of programs and services.
- 6.2 Staff participate in professional development opportunities directly tied to job duties.

Supports College Strategic Goal: 4
Supports College Annual Goal: 6
Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review staffing levels and workloads to identify gaps and weaknesses; make organizational changes as needed; provide professional development tied to job duties	<p>Provided funding for professional development through college funds and PBI funds.</p> <p>Created additional position for Student Records to assist with transcript evaluations.</p> <p>Increased hours for contract staff at F. E. Dubose and Base Education Office.</p> <p>Created four Assistant Director positions to assist with department workloads and provide opportunities for advancement.</p> <p>Documentation: Human Resources Documents; Professional Development Budget</p>	Continue to monitor staffing needs.
Collect Student Services feedback cards at all locations to determine effectiveness of customer service; identify training needs based on feedback	<p>Collected feedback from students and stakeholders via feedback cards and surveys. Provided positive feedback division staff via periodic emails. Addressed identified issues with staff as needed.</p> <p>Documentation: Feedback Cards; Division Emails</p>	Continue to identify strengths, weaknesses, and training needs via customer feedback.
Provide training for faculty and staff on diversity and dealing with students in distress	<p>Provided online mental health and diversity training to faculty and staff in April 2019.</p> <p>Conducted two Green Zone trainings for 25 faculty and staff to assist them in understanding veteran students.</p> <p>Documentation: PowerPoint & Survey</p>	Continue providing training that assists faculty and staff in dealing with students from various backgrounds.
Conduct in person work study workshop during fall semester for all student workers	Work study workshops conducted for both students and supervisors to ensure procedures and expectations understood by all. In addition, all new work study students were enrolled in a D2L	Workshops allow students and supervisors to network and compare best practices for simplification and efficiency. Set work

	workshop and required to complete prior to start of position. Documentation: Emails; Class Enrollment Records	expectations produce better results.
Create Active Listening training for work study students, call center staff, and front desk staff	Conducted joint training sessions for Student Services to include admissions, financial aid, registration & advisement. Documentation: Sign-In Sheets; Reports & Training Books at Workstations	Completed.

Goal No. 7

7. Maintain strong working partnerships with secondary school systems through recruitment, Central Carolina Scholars, and PBI program activities to achieve an annual 20% recent high school graduate enrollment rate.

Expected Outcome for Goal No. 7

- 7.1 College readiness activities provided through Testing Center, Central Carolina Scholars, High School Engagement Team, and Regional Career Specialist.
- 7.2 Ongoing communications and school visits occur between CCTC and parents, counselors, and secondary students.
- 7.3 Enrollment of recent high school graduates will be 20% annually.
- 7.4 College and Career Centers in targeted high schools will assist secondary students with transitioning to the College.
- 7.5 Specialized events for middle school and high school students identified.

Supports College Strategic Goal: 5
 Supports College Annual Goal: 7
 Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Promote PLATO as a test preparation tool for high school students to use prior to testing; schedule test prep sessions at area high schools	PLATO was discontinued and determined not feasible to use as a preparation tool for high school students. Test-taking strategies were provided to students taking the placement test at their local area high schools. Documentation: Test Taking Strategies	Collaborate with Student Learning Center on offering a test prep session each semester for prospective students.
Establish connections with high school counselors to develop seamless transition of students	Established connections with high school counselors through face-to-face visits and emails to	Coordinate Disability Services workshop for guidance counselors and students to

with disabilities to the college environment	<p>develop seamless transition of students with disabilities to the college environment.</p> <p>Documentation: Emails</p>	promote available services, resources and accommodations to students with disabilities.
Conduct extensive recruitment activities in local high schools to ensure recent high school graduate enrollment to 20%	<p>Achieved high school enrollment rate of 20%.</p> <p>Conducted 220 visits to high schools to include career fairs, classroom and auditorium presentations, sign-on events, on the spot admissions events, Educational Opportunity visits, College Application Days, College Decision Days, and Award Presentations.</p> <p>Conducted recruitment activities and on-campus events such as Central Carolina Scholars Day at area high schools, Signing Day, Scholars Classroom Presentations, Scholars Presentations during FAFSA Nights, and Awards Day Presentations to 781 students.</p> <p>Held Come See Me Day March 15, 2018, with 350 total participants and Satisfaction Rate of 93%. 97% increase compared to 177 AY17/18.</p> <p>Hosted Titan SPARK! event to admit and register 2019 high school graduates. Had 104 sign-ins (45 students, 59 parent/supporters) for the event with a satisfaction rate of 96%.</p> <p>Documentation: Recruitment Calendar; Sign-In Sheets; Evaluations; Scholars Check-in; Contact Cards; All Scholars Report; All Recruiter Report; RCS Accountability Report</p>	Continue to conduct and identify quality recruitment activities to increase high school graduate enrollment to 30%.
Increase the number of Central Carolina Scholars by 10%	Achieved 22% (273) increase AY 18/19 in Central Carolina	Increase the number of Central Carolina Scholars by 10%.

	<p>Scholars compared to 5% (223) increase AY 17/18.</p> <p>Documentation: ARGOS Scholars Enrolled</p>	
Establish a comprehensive communication plan for secondary staff through the Regional Career Specialist	<p>Email communications sent to Clarendon, Kershaw, Lee, and Sumter School District leadership, School Counselors, and Career Specialists to provide updates, flyers, and announcements of events.</p> <p>Documentation: Emails; Flyers; Announcements</p>	Recruitment & Admissions to revise school counselor webpage and incorporate CRM for communication.
Conduct specialized activities and communications via the High School Engagement Team	<p>Conducted activities identified by the High School Engagement Team for high school students. Posters created and distributed to schools, parent meetings held, marketing strategy specialized for age group, targeted mailings conducted, and special events held.</p> <p>Documentation: Meeting Minutes</p>	Continue to target populations through Recruitment Office.
Host School Counselor Summer Institute and Counselors' Breakfast to ensure ongoing communications with secondary staff	<p>Conducted a three-day intensive Beginner School Counselor Summer Institute July 9-11, 2018, with ten (10) participants and 100% Satisfaction Rate.</p> <p>Conducted a three-day intensive Advance School Counselor Summer Institute July 11-13, 2018 with eleven (11) participants and 100% Satisfaction Rate.</p> <p>AY18/19 Fifty-three (53) secondary staff and business/industry representatives in attendance at Santee Lynches Career Development Breakfast, January 25, 2019, with a 100% satisfaction rate. Participation decreased in comparison to the previous year because of conflict with the Palmetto School</p>	Future workshops and training to be implemented by Workforce Development Regional Career Specialist in Academic Affairs.

	<p>Counselor Association Conference.</p> <p>Coordinated Career Specialist SC WINS training for February 14, 2019 and attended Career Counselor school district meetings to provide updates.</p> <p>Documentation: Counselor Summer Institute Sign-In Sheets; Counselor's Breakfast Evaluations & Sign-In Sheets; All Scholars Report; All Recruiter Report; RCS Accountability Report</p>	
Identify best approach to serve middle and high school students in partnership with Academic Affairs	<p>Conducted iMAGINE CCTC! Day on Main Campus October 26, 2018, with approximately 350 middle school students with a Satisfaction Rate of 92%. Participated in Sumter's eSTEAM Festival. Conducted iMAGINE CCTC! Day November 26, 2019, at the Kershaw Campus in partnership with Kershaw County Manufacturing Expo. With 250 middle school students in attendance. Provided staffing for the Clarendon County Manufacturing Expo on November 9, 2019, and Sumter County Manufacturing Expo March for middle school students.</p> <p>Conducted Come See Me Day March 15, 2018, with 350 total participants and Satisfaction Rate of 93%. 97% increase compared to 177 AY17/18.</p> <p>Documentation: RCS Accountability Reports; Agendas; Registration Information; Evaluations; Recruitment Calendar; All Scholars Report</p>	<p>Partner with Clarendon, Kershaw, and Sumter-Lee County Expos for iMAGINE CCTC! and assist with staffing.</p> <p>Conduct Come See Me Day March 2020.</p>

Conduct financial aid presentations and FSA ID Days at all area high schools	<p>Held College Goal events at high schools to promote FAFSA and FSA ID completion.</p> <p>Documentation: Sign-In Sheets; Flyers; Social Media</p>	Continue to host College Goal events to allow staff to assist students in initiating or completing FSA IDs and FAFSAs during the high school visits.
Provide college and career exploration activities and transition assistance to students at College and Career Centers at Manning High School and Lee Central High School	<p>College and Career Coaches assisted 344 students with college applications, financial aid applications, scholarship information, and college placement testing.</p> <p>College and Career Coaches initiated and provided 49 STEM “Classroom to Careers” presentations at LCHS and MHS to 806 students (workshops, career cafes, class visits, etc.). Facilitated 12 industry/college visits for 262 students.</p> <p>FAFSA Nights were scheduled for each high school (LCHS and MHS); collaborating with CCTC Financial Aid Office.</p> <p>67 students participated in Dual Enrollment from MHS and LCHS.</p> <p>Assisted LCHS and MHS Career Specialist administer and present on SCOIS career assessments; completed change of program training and referred students as needed to complete program changes.</p> <p>Documentation: Sign-In Sheets; Monthly Reports</p>	Ongoing evaluation of quantity and quality of services provided. Continue to review processes and identify additional opportunities to recruit students.
Increase the college going rate of full-time associate degree students, including STEM, high-need and AA male students through services provided by PBI Competitive Grant program	<p>Provided college and career services to prospective students through College and Career Centers at two high schools.</p> <ul style="list-style-type: none"> 80.23% of graduating seniors reported planning to attend college after high school graduation. 	Continue to provide appropriate services for this population through PBI grant end.

	<ul style="list-style-type: none"> • 42% of college-going students reported first destination was Community or Technical College. 	
	Documentation: Data Reports	
Provide funding for career exploration events for secondary students	<p>Funding of \$12,154.49 provided through PBI grant for career exploration activities including assessments and business tours.</p> <p>Documentation: PBI Grant Budget & Annual Performance Report</p>	Continue to fund through grant end.

Goal No. 8

8. Expand awareness of state, county, and regional government officials, the public, and community partners of the college's role in higher education and its impact on the economic development of the region.

Expected Outcome for Goal No. 8

- 8.1 Increased awareness of college's role and impact on workforce.
8.2 Increased awareness of the college in the military community.
8.3 Increased awareness of services and resources for students.
8.4 Increased community partnerships.

Supports College Strategic Goal: 6
Supports College Annual Goal: 8
Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Investigate the feasibility of an annual college-wide enrollment event targeting the public	<p>Implemented Titan Tuesday events beginning November 2018 with a 98% Satisfaction Rate. Thirty-three (33) pending applicant participants with an 81% conversion rate by June 2018.</p> <p>Conducted Titan SPARK! event to admit and register 2019 high school graduates. A total of 104 Sign-Ins (45 students, 59 parent/supporters) for the event with a Satisfaction Rate of 96%. Staff secured door prizes from</p>	<p>Increase Titan Tuesday participation by 20%. Implement additional college-wide event for adult learners.</p> <p>Using the Titan SPARK! model, conduct a college-wide enrollment event targeting adult students</p> <p>Increase individual and group campus visits by 20% and track admissions and registration conversion</p>

	<p>area businesses as well as outside of the four-county area.</p> <p>167 individuals participated in nineteen (19) Campus Visit Experiences. Visit experience schedule, task list, and communication plan developed. Discussed additional marketing efforts with Public Relations.</p> <p>Documentation: Project Titan Tuesday Tracking Report; Titan SPARK! Report; Campus Visit Data Report</p>	
Increase community awareness of the college through activities provided by Regional Career Specialist	<p>Increased community awareness of the college through thirty-nine (39) presentations, meetings, events, and other activities.</p> <p>Documentation: RCS Accountability Reports</p>	No longer responsible for the Regional Career Specialist position. Position moved to Workforce Development.
Increase awareness of career programs and services to Career Services constituents	<p>Introduced face-to-face and online services during 78 class presentations. Promoted services via outreach tables at campus-wide events (NSO, Centralbration, etc.). Updated bulletin boards in buildings M100 and M500 to promote resources. Created CLS Twitter account. Created outreach posters and event signage.</p> <p>Documentation: Workshop PowerPoints & Report; Outreach Tables; Bulletin Boards; PR Requests</p>	Continue to explore effective promotional ideas to increase student awareness and usage of resources.
Host Clarendon County Job Fair	<p>Hosted the 2nd annual Clarendon County Job Fair; 38 vendors and 240 guest attended the event.</p> <p>Documentation: Sign-In Sheets</p>	Assist with coordination of 3 rd annual Clarendon County Job Fair.
Increase marketing to military-affiliated students to increase enrollment, specifically in courses at Base Education Center	<p>Increased marketing efforts for CCTC's Base Education site by promoting CCAF. Emails and calls were distributed to former military-affiliated students who previously visited or attended courses at Base Education</p>	Continue collaborations with Public Relations and Academic Affairs to improve marketing efforts to the military populations and determine appropriate course schedules for Base dEducation.

	<p>Center. Enrollment at this location did not increase.</p> <p>2017-18: 14 registered students at Base Ed. Center. 2018-19: 7 registered students at Base Ed. Center.</p> <p>Documentation: Outreach Reports</p>	
Participate in military sponsored education events to promote college	<p>Attended military-sponsored events to promote the college:</p> <ul style="list-style-type: none"> • ALS Graduation: October 2018, March & June 2019 • CCAF Graduation: November 2018 • TA Briefing: March & July 2019 • Base Education Fair: April 2019 <p>Documentation: Event Calendar</p>	Continue participating in military sponsored events to promote the College and improve relationships with military partners.
Promote Veteran Upward Bound to various community groups to increase veteran enrollment by 10%	<p>Promoted Veterans Upward Bound program in Sumter, Lee, Kershaw, and Manning counties. Program increased from 86% enrollment to 100%; increase of 14%.</p> <p>Documentation: Veterans' File Folders and BLUMEN Database</p>	Continue to inform the four-county area veteran population of the benefits and services provided by the program.
Secure additional community resource partnerships to support the Behavioral Intervention Team (BIT)	<p>Secured Sexual Trauma Services of the Midlands Crisis Counselor to provide services to students in distress.</p> <p>Documentation: Emails</p>	Explore additional community and mental health resources to assist students coping with barriers and mental health issues.

Goal No. 9

- Utilize data for sound decision-making, evaluation of programs and services, and compliance with regulations.

Expected Outcome for Goal No. 9

- Data collected and analyzed, areas of improvement identified, and results used for continuous improvement.
- Veteran Upward Bound will meet goals and objectives.

9.3 Scholars outcomes will be reported to stakeholders.
 9.4 Student Learning Center effectiveness will be assessed.

Supports College Strategic Goal: 1
 Supports College Annual Goal: 12
 Supports Division Annual Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Complete department data reports within three weeks of semester completion; analyze data and identify areas of improvement; implement necessary changes	Completed data reports submitted by departments to Student Affairs Office each semester. Data used to make budgeting and processing decisions. Documentation: Department Data Reports	Completed.
Ensure Veteran Upward Bound program has mission statement, program outcomes, and assessment processes in place to ensure achievement of goals and objectives	Created joint mission statement encompassing SSS and VUB programs. Mission statement was updated to combine both programs in the Administrative Unit Outcomes. Documentation: Mission Statement; Administrative Unit Outcomes	Completed.
Complete enrollment analysis reports to identify gaps and to make organizational decisions	Completed Enrollment by Student Type and Scholars Analysis reports to identify enrollment gaps and concerns. Used information to develop targeted marketing. Documentation: Reports; Marketing Materials	Utilize reporting feature in CRM to further assess enrollment trends.
Collaborate with Academic Affairs on initiatives of the Quality Enhancement Plan and assess effectiveness of strategies	Served on QEP Steering Committee. Disseminated initiatives and data to staff. Documentation: Meeting Minutes	Continue to serve on committee through lifespan of QEP.
Complete performance reports for grant programs; identify areas for improvement based on results and implement changes	Completed and submitted PBI 2017-2018 APR in March 2019. Reviewed data with staff to identify areas of improvement.	Complete performance reports each year.

	<p>TRIO Annual Performance Reports (APRs) completed and submitted with following results:</p> <p><u>SSS</u></p> <ul style="list-style-type: none"> • Persistence goal is 65%, achieved 71%; • Good Academic Standing goal is 80%, achieved 84%; • 2-Year Graduation goal is 15%, achieved 22%; • 2-Year Transfer goal is 5%, achieved 4%. <p><u>VUB</u></p> <ul style="list-style-type: none"> • Funded to Serve goal is 85%, achieved 86%; • Eligibility Criteria goal is 66.67%, achieved 67.20%; • Retention goal is 65%, achieved 83.20%. <p>Compiled performance reports for Special Populations Program. 83% of 84 program participants earned a 2.5 current and cumulative GPA. Identified areas of improvements based on results.</p> <p>Documentation: SSS & VUB APRs; Perkins Performance Report</p>	
Improve data collection for the Student Learning Center in order to gauge effectiveness and value of services provided	<p>Improved data collection and identified the following:</p> <ul style="list-style-type: none"> • 25% decrease in unduplicated students from AY 17-18 to 18-19 due to staff turnover in Student Learning Center • Students completed 61 hours of online tutoring • 98% Student Learning Center student satisfaction rate • 71% pass rate of students using center services (81% when excluding withdrawals) <p>Documentation: SLC Sign-In System; Data Reports; Surveys</p>	Complete branding change to Titan Learning Center, develop outreach plan for 2019-2020 academic, continue to communicate with faculty and encourage usage and linking in online course portals.

<p>Utilize college surveys to determine student satisfaction; implement strategies to ensure 90% or higher satisfaction rates for all departments</p>	<p>Programs and Services Survey results for Student Records represent 96% and higher Very Satisfied & Satisfied with services. 2019 Student Records Satisfaction Survey results for faculty/ staff completing the survey represent 94% Very Satisfied & Satisfied.</p> <p>Reviewed Career and Learning Services workshop offerings and evaluations during semester; made adjustments as needed. College-wide presentation satisfaction rating 99%; CCTC Program & Services satisfaction rating for CLS 98.6% average.</p> <p>Surveyed TRIO SSS students and 94.31% of students strongly agreed or agreed they were satisfied with services provided by the program. All areas of Student Engagement exceeded 90% satisfaction rate on Programs and Services Survey.</p> <p>Achieved 95.5% Overall Student Satisfaction Rate (95% 2019 Program and Services Survey; 96% Event Surveys) for Recruitment and Admissions.</p> <p>Achieved 94% and above satisfaction rates on Financial Aid promptness, accuracy, and courtesy.</p> <p>Documentation: 2019 Programs and Services Survey; 2019 Student Records Satisfaction Survey; TRIO SSS Surveys & Evaluation Calculation Form</p>	<p>Continue to utilize program and services surveys, workshops, and event evaluations to determine student satisfaction.</p>
<p>Complete Administrative Unit Reviews for Recruitment and Admissions and TRIO Programs</p>	<p>Completed and submitted Administrative Unit Reviews.</p> <p>Documentation: Administrative Unit Reviews</p>	<p>Use findings for continuous improvement of programs and resource requests.</p>

Develop Administrative Unit Outcomes for 2018-2021	Completed Administrative Unit Outcomes for all departments and submitted to IE & Planning. Documentation: Administrative Unit Outcomes	Administrative units will measure appropriate annual Administrative Unit Outcomes as set by their 2018-2021 templates.
Review records retention schedules and make changes if needed in order to comply with regulations; purge records in accordance with retention schedule	Not completed. Documentation: N/A	Add to 2019-2020 Plan of Action.

BUSINESS AFFAIRS
2018-2019 AER

Mission: The Business Affairs Division supports the College mission by providing various administrative support services to the College community in an efficient and effective manner.

Goal No. 1

1. Provide accurate and timely data, information, and reporting to the College community and stakeholders.

Expected Outcome for Goal No. 1

- 1.1 Business Affairs related directives and manuals are current and compliant with federal, state, and local laws and regulations.
- 1.2 Audit reports are accurate and contain no major findings.
- 1.3 Accurate reports and forms are submitted prior to deadlines.
- 1.4 Employees and students are able to use the website and myCCTC as a source for current and accurate information and forms.
- 1.5 Data is provided in a timely and accurate manner that supports sound decision making.

Supports College Strategic Goal: 8
Supports College Annual Goal: All
Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Review and revise College policies and procedures related to Business Affairs	Directives were reviewed and revised as needed according to the review schedule Documentation: Business Affairs Directives and Review Schedule	All FY 20 directives will be reviewed and updated as needed according to established schedule
Complete accurate internal and external reports and submit on a timely basis	Most reports completed accurately and timely (ex: financial reports; IPEDS; EEO Report; Annual Security Report; CPIP; Annual Energy Progress Report) Documentation: Business Affairs Reports	Continue to utilize and update schedule of reports to ensure deadlines are not missed
Maintain publications, public website, and myCCTC with current information	Publications, public website, and myCCTC kept current. Ex: Job postings; tuition rates; transparency report; student tax information, etc. Documentation: CCTC Public Website and myCCTC	Continue to look for ways to improve communication of website information for students, employees, and others
Complete annual audit report and Comprehensive Annual Financial Report (CAFR) for FY	The CAFR and financial statements for FY 18 were completed on time and the	The FY 19 audit will be completed by the deadline of 9/30/19 and the FY 19 CAFR

18 and submit to Government Finance Officers Association (GFOA) for award	Certificate of Excellence was received in June of 2019. For the first time since the College has prepared a CAFR, no comments or recommendations were received on the FY 18 CAFR Documentation: FY 18 CCTC Audit and CAFR	will be completed by the deadline of 12/31/19
Review and update (if needed) all employee manuals issued by Business Affairs	The following manuals were updated: Emergency Operations Plan, ES&H Manual, Annual Security Report, Emergency Procedures Guide Documentation: Business Affairs Manuals	All manuals will be reviewed in FY 20 to determine if any updates are needed A custodial handbook is being finalized to use as a training tool for custodians

Goal No. 2

2. Attract and retain appropriately credentialed and talented faculty and staff to support a multi-cultural campus environment inclusive of the diversity reflected in the College's service region.

Expected Outcome for Goal No. 2

- 2.1 State delegation audits will result in no major problems or findings.
- 2.2 Employees will receive required and relevant training, will be familiar with pertinent policies and procedures, and will be able to perform job duties with knowledge of resources available to them.
- 2.3 Existing employees will be retained and prepared for promotional opportunities.
- 2.4 EEO reports will show progress in achieving EEO goals.
- 2.5 Improvements will be made to processes and services.

Supports College Strategic Goal: 4
 Supports College Annual Goal: 6
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Process HR class & comp actions as requested, following all applicable laws and regulations	The Delegation Audit had mostly "excellent" results Documentation: FY 19 HR Delegation Audit	Continue to process class and comp actions accurately and in accordance with all applicable laws & regulations
Complete HR delegation audit with no material compliance findings	The Delegation Audit had mostly "excellent" results Documentation: FY 19 HR Delegation Audit	Remove this strategy in FY 20 (the same as above strategy)

Advise employees on HR issues and manage employee relations issues	<p>Worked closely with supervisors to work through employee relations matters; HR intervention prevented escalation of negative situations and/or loss of employees; CCTC voted Best Place to Work in Sumter; Created Onboarding Questionnaire</p> <p>Documentation: 2018-19 HR AER</p>	Continue to encourage supervisors and employees to contact HR for advise and input; provide supervisor training to assist with common issues
Provide professional development and training opportunities for employees in the areas of new employee orientation, budget, Banner, supervision, safety and security, HR, personal interest, and wellness; utilize Skillsoft training system	<p>Offered the following training: New Employee Orientation; supervisor training; Skillsoft training; annual online training in the areas of HR, Title IX, Security, Cybersecurity, Cashier training, purchasing card training; Campus Security Authority training; budget training for new budget managers</p> <p>Documentation: 2018-19 Business Affairs Dept. AERs</p>	Continue to provide training to employees as needed
Maximize employee recruitment sources to increase opportunity for a more diverse workforce	<p>Added Lee County Job Fair as a recruitment source; improved EEO goal attainment to 94.8%, which ranks within the top 10 of state government agencies and 4th among technical colleges</p> <p>Documentation: 2018 EEO report; 2018-19 HR AER</p>	Continue to focus on increasing diversity, especially in the categories showing deficiencies on the EEO report
Provide flexibility and promotional opportunities for employees	<p>Flexible schedules are offered to most employees based on their departmental needs; seven (7) employees were promoted, including 4 into Assistant Director roles; participated in the State Associate Public Manager (APM) program in FY 18 with one employee from each of the 3 major divisions</p> <p>Documentation: HR Employee Records and Hiring Reports</p>	<p>Continue to provide flex schedules and promotional opportunities</p> <p>Continue to participate in state, local, and College leadership programs</p>
Provide an employee wellness program	Wellness program provided discounts on gym membership via reimbursements	Continue to provide wellness program to employees

	Documentation: Wellness Program Records	
Establish a leadership program to involve selected faculty/staff in College initiatives, provide leadership training, and prepare them for future leadership opportunities	Provided Leadership Program with classes for level 1 (9 graduates) and level 2 (11 graduates); used feedback to plan for FY 20 program Documentation: Leadership Program Committee Records	Revise and improve FY 20 program based on results and feedback from FY 19 participants

Goal No. 3

3. Allocate, monitor, and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations.

Expected Outcome for Goal No. 3

- 3.1 College employees will understand how to monitor their budgets, and make transfers and revisions as necessary.
- 3.2 The College will operate within the approved budget; available resources are allocated to support the College's mission and Annual Plan of Action.
- 3.3 The College will comply with state law and SC Energy Office requirements to submit an energy plan and reduce energy consumption if feasible.
- 3.4 The procurement process will be efficient; external and procurement audits will result in no major findings related to procurement or internal controls
- 3.5 The College's inventory and surplus property process will be managed in accordance with State requirements.

Supports College Strategic Goal: 8
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Offer periodic new employee orientation and budget training to teach employees to monitor and adjust budgets	NEO was provided at the start of each semester; individual budget training was provided to new budget managers Documentation: HR and Accounting Office Records	Continue to provide training as needed
Prepare, distribute/review, and analyze monthly or periodic financial reports; monitor online reports as necessary	Various financial reports were prepared monthly or periodically and analyzed; budget information made available through myCCTC and is up-to-date; the State transparency report was updated and posted to the web before the 15 th of each month	Continue to monitor financial reports to determine if any budget actions need to be taken

	Documentation: 2018-19 Accounting AER and Records	
Monitor energy usage and utilize electronic energy management system to schedule HVAC and lower energy costs; prepare required annual reports	Year-end reports show consistent energy usage in most buildings; the College has continued to monitor energy usage and utilize the energy management system to schedule HVAC; required reports were submitted before deadline Documentation: CCTC Energy Reports	Continue to monitor energy usage and utilize the energy management system for scheduling HVAC; apply for Duke Energy incentive funding for any projects that meet the criteria
Reduce expenditure budgets to reflect reduced tuition revenue if enrollment decreases	Enrollment decreased 2.68% from FY 18 to FY 19 and budgets were adjusted as needed Documentation: FY 19 Budget	Continue to closely monitor budgets and look for ways to lower expenses and increase revenues
Work with Academic Affairs to review enrollment and other elements of program vitality to make decisions on continuing or closing low enrollment programs and starting new programs	Began updating Department Cost Analysis for FY 18 which is one component of the study along with enrollment, graduation, employment, and other data as well as information from the Academic and Facilities Master Plan study, to be completed in October 2019 Documentation: Enrollment, Graduation, Placement, and Budget Reports	Complete this project in FY 20
Abide by state procurement process and adhere to all federal and state procurement regulations	Provided purchasing training and guidelines to all employees; utilized the purchasing card where possible to make the process more efficient and still adhere to regulations; no audit findings related to procurement Documentation: Accounting Training Records; Procurement and Purchasing Card Manuals; Annual Audit Report	Continue to stay abreast of new procurement regulations and update manuals and provide training as needed
Perform annual inventory and review surplus fixed assets on a regular basis and reallocate or turn in as quickly as possible	A 100% physical inventory was completed for FY 19; surplus property was reallocated or turned in on a timely basis; 635 line items were turned in Documentation: FY 19 Property and Inventory Control AER	Continue to follow state and College processes for inventory and surplus

Goal No. 4

4. Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated.

Expected Outcome for Goal No. 4

- 4.1 College facilities and equipment (including vehicles) will be maintained adequately, and deferred maintenance will not increase.
4.2 Facilities and grounds will be maintained at a high level of cleanliness and attractiveness.
4.3 Capital projects will stay on schedule and within budget.
4.4 Safety and security services will be provided that ensure the safety and security of College property, employees, students, and visitors.
4.5 A plan for obtaining funding and utilizing the Pinewood site will be developed.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: 10, 11

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain cleanliness such that the annual employee survey of custodial services indicates at least 90% of respondents are satisfied with custodial services	<p>The custodial survey had satisfaction ratings as follows: Offices 87.67%; Classrooms 81.57%; labs 71.43%; restrooms 88.96%; public areas 92.11%</p> <p>The College contracted with The Core Management Group to evaluate custodial services and make recommendations for improvement</p> <p>Documentation: 2018-19 Employee Survey Results</p>	Based on recommendations from The Core Management Group, the College has increased staffing and is implementing other recommendations to improve quality of custodial services
Maintain facilities such that the annual student survey of programs and services and an employee survey indicates at least 95% of respondents are very satisfied or satisfied	<p>Based on the annual student survey, more than 95% of students were satisfied or very satisfied with college facilities</p> <p>Documentation: 2018-19 Programs and Services Survey Results</p>	Continue to provide and improve quality facilities
Provide security services such that the annual student survey of programs and services indicates at least 97% of respondents are satisfied with security services at all College locations	<p>Student satisfaction results reflect a satisfaction rate of 96.7% for professionalism, 98.2% for accuracy, and 95.7% for promptness of security</p> <p>Documentation: 2018-19 Programs and Services Survey Results</p>	The Safety and Security department will implement quicker response times to incidents/requests which may result in higher satisfaction results

Conduct weekly and monthly inspections of all facilities and grounds, and make corrections as needed	Weekly/monthly inspections of all facilities and grounds are made in conjunction with the PM schedule; a new full-time Painter position was added in FY 19 Documentation: Physical Plant Inspection Reports and PM Schedule	Continue to make inspections consistently, and work on improving documentation
Coordinate and manage small renovation projects as funds are available	Many small projects were completed in FY 19; K2000 was painted by a contractor; the College's painter painted many areas based on a prioritized list; began renovation of K227/K228 at KCC Documentation: FY 19 Capital Projects Reports	Continue to coordinate and manage small renovation projects as funds are available; inspect all buildings and prioritize work for FY 20 based on budget
Coordinate and work with college-wide team to create an Academic and Facilities Master Plan to evaluate existing facilities and utilize space in the most efficient and effective way, as well as plan for new facilities	Consultants were hired and work began in FY 19 Documentation: Academic & Facilities Master Plan File in VP for Business Affairs Office	Project will be complete in October 2019 and results will be used for planning new capital projects and making changes to academic programs
Develop a plan and obtain funding for utilizing the designated land in Pinewood for relocation of the College's Environmental and Natural Resources programs	Business Affairs staff were not involved during FY 19, but other College staff collaborated with the Pinewood Development Authority to complete a feasibility study assessing the viability of moving the College's Environmental and Natural Resources programs Documentation: Pinewood Feasibility Study	Business Affairs staff will become involved if and when the project moves forward
Update and monitor the deferred maintenance (DM) plan; reduce DM needs as funding allows	The College continued to set aside funds for DM and received some state funding for FY 20 Documentation: FY 2018-19 Capital Projects Budget	The College will continue to seek state funding and add college funds to the DM budget as funds are available; the detailed DM list will be updated in FY 20
Provide college-wide training on safety and security procedures, including an active shooter training and conducting periodic tornado and fire drills as required by College policy	Annual safety and security training was conducted online; active shooter training was conducted in March 2019; fire and tornado drills were conducted as required;	Continue to update online training program to reflect changes in CCTC policy and procedures; active shooter training will be provided again in Spring 2020

	Campus Security Authority (CSA) training was provided Documentation: Safety & Security AER	
Prepare an annual security report (ASR) as required by law; revise current report to meet all requirements and contain accurate crime data	The 2018 ASR was completed by the deadline of 10/1/18, was emailed to all faculty, staff and students, and updated on the College's website Documentation: ASR; 2018-19 Safety & Security AER	Continue to update the ASR as well as a daily crime log to meet all DOE Clery requirements
Maintain the Emergency Notification System (ENS) so that data for students and employees is kept current and complete and procedures are in place to activate in a timely manner in case of an emergency	The ENS has been fully integrated and is updated continuously with current contact information; the system was tested and worked well; the ENS team began meeting quarterly to review procedures Documentation: 2018-19 Safety & Security AER	The Safety & Security Director is working with ILT to update Banner to allow students and employees to update their contact information in order to stay more current

Goal No. 5

5. Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College.

Expected Outcome for Goal No. 5

- 5.1 Print shop and mail room services are efficient and provided at a lower cost than outsourcing.
- 5.2 The Bookstore and vending services will provide quality products and services and operate at a profit.
- 5.3 Food service will be provided by external vendors on main campus.

Supports College Strategic Goal: 8
 Supports College Annual Goal: 2, 3
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Maintain at least 90% Auxiliary Services satisfaction level of customer service to all students, faculty, and staff as measured by surveys	Student survey results indicated 96.4% satisfaction with bookstore promptness and 98.4% with courtesy Employee survey indicated 98.04% satisfaction with quality of service and 97.09% satisfaction with	Continue to train employees on the importance of customer service; survey comments will be reviewed and discussed as applicable

	selection and quality of products in the bookstore Documentation: 2019 Employee Survey; 2019 Student Programs & Services Survey	
Work with department chairs to investigate ways to reduce the cost of required materials for students; investigate Cengage Unlimited program	Expanded the All Inclusive Access program & offered Cengage subscription program Documentation: 2018-19 Auxiliary Services AER	Continue to look for ways to reduce costs for students
Monitor budgets throughout the year and prepare year-end financial reports for bookstore and vending	Auxiliary services contributed \$374,033 to the College budget in FY 19, down from \$391,249 in FY 18 Documentation: Year-end Financial Statements	Investigate ways for the College to make up for decreasing profits as the push to lower student costs continues
Work with local food vendors to continue to provide lunch 4 days a week, and breakfast as many days as possible	No new food vendors were identified; it is getting more difficult to recruit vendors for this service Documentation: 2018-19 Auxiliary Services AER	The College is in the process of advertising through the State for this service
Market and continue to expand bookstore offerings in the new bookstore at the Kershaw County Campus	The bookstore was fully operational during FY 18-19; bookstore staff at KCC attended a trade show during the year Documentation: 2018-19 Auxiliary Services AER	Continue to expand the selection of merchandise as students show interest

Goal No. 6

6. Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner; provide comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users.

Expected Outcome for Goal No. 6

- 6.1 Administrative systems will be used to improve efficiency and productivity.
- 6.2 A reliable and responsive network and hardware infrastructure will be provided such that users are unhampered by bandwidth, application, or location. Services should be functional 98% of available time.
- 6.3 ILT will plan for reasonable protection of information resources and systems from illegal access and use.
- 6.4 Technology will be appropriate to support all CCTC stakeholders and replaced on a regular cycle to assure access to current technology.

- 6.5 Provide a centralized single point of contact for all User Support Services (USS).
 6.6 Provide technology training to employees and students as needed.

Supports College Strategic Goal: 1, 2, 8
 Supports College Annual Goal: All
 Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Banner system will be current with upgrades and patches released by vendor	<p>The College's Banner ERP system was consistently patched this period to within the benchmark of one (1) point release on all modules</p> <p>ILT resumed normal Banner patching processes after the final production deployment of Banner 9</p> <p>Additionally, ILT worked diligently this period to initiate updates for auxiliary Ellucian products such as Workflow and EMC ApplicationXtender imaging to current release levels</p> <p>Documentation: Banner Module Releases/Patches Applied vs. Releases/Patches Available, ILT Patch Management Procedure</p>	<p>ILT will continue to monitor the currency of Banner modules as per the Patch Management Procedure to ensure our vendor is maintaining currency within the benchmark of one (1) point release</p> <p>Work with Human Resources to construct updated workflow processes that leverage the new capabilities and validation routines in the upgraded Ellucian Workflow system</p> <p>Upgrades to Self-Service Banner are planned to commence in September 2019 with DegreeWorks upgrades following shortly afterward</p>
Maintain and replace equipment and classroom technology on a 5-year recurring schedule as resources allow in order to keep current with technology	<p>In accordance with the College's Technology Fee replacement schedule, 146 new workstations and laptops, and 4 network printers were installed in academic labs. Additionally, systems were recycled from newer to older lab environments and all teaching labs were refreshed with new desktop images</p> <p>The Lee County Site laptop cart was eliminated in favor of a hardwired lab; the lab equipment and furniture were procured and deployed</p> <p>ILT received valuable input from faculty through the 2019 TechQual+ survey regarding</p>	<p>Manage the Technology Fee account to ensure adequate funding exists to continue to support the College's 5-year technology replacement plan</p> <p>Implement an AV replacement schedule within the 5-year plan to maintain presentation hardware in classrooms not otherwise addressed as computer labs</p> <p>Continue to solicit input from faculty to determine how ILT can assist academic units with design and planning for technology in classroom and lab environments</p>

	<p>classroom technology which will be considered by ILT and the Dean's Council for the next refresh cycle</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes; 2019 TechQual+ Survey</p>	
Monitor and manage the backup and recovery system for major systems, programs, and data	<p>ILT implemented a modernized, replacement solution for the College's backup and recovery strategy</p> <p>Under the new solution, data is now automatically backed up on-site to an alternate storage location and kept for a minimum of 90 days; a second copy is encrypted and stored remotely using Internet cloud-storage technology on the US west coast and kept for an additional 90 days for a total retention of six (6) months; this same encrypted data is further duplicated within the data center on the west coast and a tertiary copy is made at least 400 miles away in another cloud data center to provide complete coverage should offsite recovery become necessary</p> <p>ILT has worked with HR to develop a data recovery process for emergency payroll check printing in the event of an extended power outage or other disaster affecting the College's IT systems</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>ILT is continuing to expand its backup and recovery point objectives and is now archiving both raw data and application server images for rapid recovery in the event a server is unresponsive or otherwise damaged; further enhancements will be made to expand the recovery options for critical and secondary enterprise systems</p> <p>With the recent Ellucian renewals for Banner, its associated products, and cloud-based, managed hosting, a warm data recovery site will not be required as had been in place in prior years; instead, the College will target moving Banner into a fully redundant managed, cloud-hosting environment with either Ellucian or an Ellucian partner within the next two (2) years</p>
Improve IT security by continuing to analyze and adjust existing mitigation strategies and monitoring solutions to improve the College's security posture; implement new security controls for network and email monitoring; continue enforcing	<p>ILT implemented Cisco's Talos (security team) managed Umbrella DNS service as a centralized method to block traffic to known or suspected Internet malware servers thus providing another layer of protection should users navigate to malware websites or</p>	<p>Activate additional security features within the next-generation firewalls for Unified Threat Management (UTM), Internet site whitelisting/blacklisting, and Secure Socket Layer (SSL) inspection</p>

<p>the notebook computer encryption process; localize and implement the system-wide InfoSec policy and procedures; and utilize a system-wide consultant to conduct a periodic gap analysis and risk assessment</p>	<p>click on active malware links within emails</p> <p>ILT identified and procured Malwarebytes, an advanced malware and ransomware aware end-point protection solution this period for employee computers, replacing the aging AVG antivirus product that was deemed no longer effective at protecting college workstations from advanced threats</p> <p>ILT conducted a PDP training session on Document Encryption and Secure Email Transmission for the new secure email gateway and drafted documentation that is available on myCCTC regarding their use</p> <p>ILT updated the membership and reconvened the internal CCTC Information Security Team to review the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure</p> <p>This team is working to update the annual internal risk assessment process for administration later in 2019; additionally, the department anticipates conducting an external, third-party risk assessment every three (3) years</p> <p>Documentation: ILT PDP Courses and Evaluation Results 2018-2019; ILT Intranet Archive of ILT Staff Meeting Minutes; ILT Information Security Program and Annual Information Security Plan</p>	<p>Implement the recently acquired Darkweb monitoring service to proactively identify leaked employee credentials from third-party website breaches and actively reset passwords and/or disable affected accounts before they can be used to stage a cyber-attack on the institution</p> <p>ILT will continue to maintain Malwarebytes (for employee) and Faronics Deep Freeze (for student) workstations and laptops with periodic review to ensure that the select product continues to meet InfoSec policy standards</p> <p>Upon completion of the Information Security Program and Risk Assessment Procedure updates, ILT will administer the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure across all college academic and administrative departments. The results of the annual internal assessment as well as the triennial external assessment will be used to formulate the College's annual Information Security Plan to include an updated InfoSec gap analysis with respect to SCTCS policy 4-4-105 and set goals and budget requirements for identified InfoSec initiatives</p>
<p>Continue to develop User Support Services staff skills through educational opportunities within the college, through external training, and professional certification utilizing available ILT PDP funding</p>	<p>ILT User Support Services staff participated in a number of customer service and technical training opportunities available through the department's SkillSets Technical Training LMS service</p>	<p>Peer-review sessions to review call behavior and statistics will be conducted by USS management each month; the USS call center phone system will be redesigned to match the capabilities of the College's switchboard providing a more</p>

	<p>ILT has implemented an integrated call monitoring solution for the USS call center to provide USS management and employees the opportunity to review call behavior and statistics in a periodic peer-review session</p> <p>Documentation: SkillSets Online Registration Roster Reports/Dashboard, ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>professional, queue-based interface for support call handling</p> <p>ILT would like to engage the College's resources within the Computer Technology Department to provide specific preparatory training pursuant to A+ and Network+ certifications to bolster USS staff's technical capabilities leading to quicker issue resolution and less tickets escalated to Desktop Support or Systems Managers</p>
Provide user training and complete upgrade to Banner 9 by December 2018	<p>By the beginning of December 2018, Banner 9 was live in production with nearly all college employees transitioned to the new system; PDP sessions were conducted and all users were trained on the new Banner 9 interface</p> <p>Unforeseen was a required upgrade to all back-end Ellucian services whose currency had not been maintained with respect to Banner module releases and Oracle upgrades; this resulted in maintaining Banner 8 INB until June 2019 to facilitate transition of some Financial Aid and HR processes; all services have since been upgraded and Banner 8 has been fully decommissioned</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>While the Banner 9 upgrade project has been completed, there are a number of secondary Ellucian products the College leverages for day-to-day operations and these have been targeted for upgrade in the next period</p> <p>These include Ellucian Workflow used by HR and Facilities for work process automation, EMC Application Xtender imaging used to scan, index, and retrieve digital copies of documentation used throughout the College's business processes, Self-Service Banner used by students and employees through the myCCTC portal, and DegreeWorks for degree plans and audit inquiries</p>
Implement the Change Management Process developed by the USS CoP	<p>During the evaluation process of a new ticketing and ITIL-compliant change control solution, it was decided to delay this implementation to permit time to fully implement the new software solution for tracking and managing change requests in a ITIL-compliant fashion that meets the ITIL framework requirements set</p>	<p>The new ticketing and ITIL change control management solution will begin implementation September 2019 and is expected to be completed by the end of December 2019</p> <p>Once the new solution is in place, the CCTC Change Management Process will be updated to include this solution</p>

	<p>forth in the CCTC Change Management Process</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>as a central component for CCTC Enterprise Systems Change Control which will subsequently be enacted at the college</p>
<p>Assess the results of the 2019 Programs and Services survey and make adjustments to assure a student satisfaction level of 95% or higher</p>	<p>The average rating of ILT programs and services on the 2019 Student Evaluation of Programs and Services was 94.7%, a decrease of 1.4% from the previous year of 96.1%</p> <p>Affecting the overall rating this period is the introduction of an evaluation question regarding the newly introduced CCTCgo mobile application which is in a state of continued development to add additional features and capabilities based on student response; the largest pool of feature requests for were individual course information regarding assignments, grades, and attendance</p> <p>Documentation: 2019 Student Evaluation of Programs and Services</p>	<p>The department will continue to investigate modifications to programs and services that will appeal to student perceptions of technology resources</p> <p>Particular attention will be given to improving capabilities within the mobile application; D2L integration is the top priority whether natively through CCTCgo or by linkage to D2L's mobile application, Pulse</p>
<p>Expand and upgrade network, server, and other equipment that is not sufficient for current needs or out of service</p>	<p>ILT completed the deployment of three (3) HP Proliant 360 Gen9 servers for Kershaw, F.E. DuBose, and Lee County</p> <p>These servers provide critical local services for DNS, DHCP, and Microsoft updates at remote campuses which are required for local workstations to boot and operate in the event of a loss of connectivity with the main campus</p> <p>A portion of the additional SAN storage that was previously procured was provisioned for use by three (3) new Banner 9 application server environments and two (2) new Oracle database servers</p> <p>ILT began the college's Wi-Fi retrofit this period starting with the</p>	<p>Complete the deployment of the utility servers for AMTTC and HSC and evaluate the need for additional upgraded hardware for this purpose</p> <p>Once storage has been reclaimed from decommissioning of the Banner 8 environment, complete the provisioning of storage for the migration of college data residing on individual workstations to network-based storage permitting the backup and recovery of information in the event of an equipment failure or ransomware/virus infection</p> <p>The Wi-Fi retrofit plan will be managed and implemented as</p>

	<p>Lee County Site as a proof-of-concept</p> <p>ILT has ordered one hundred (100) new Wi-Fi Access Points (APs) for deployment and a multi-year facility priority has been developed and approved by the Dean's Council for implementation</p> <p>ILT deployed seven (7) replacement UPS systems in wiring closets throughout the College's campuses providing power conditioning and temporary uptime in the event of brownouts, surges, and power failures</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes; CCTC ILT Technology Plan FY19-FY21</p>	<p>specified using the following priority table:</p> <p><u>Group 1 – FY20</u> Lee County Site F.E. DuBose Campus Health Sciences Center Legal Studies Center</p> <p><u>Group 2 – FY 21</u> Natural Resources Management Center (NRMC) Advanced Manufacturing Technology Training Center (AMTTC) Kershaw County Campus</p> <p><u>Group 3 – FY 22</u> Main Campus buildings</p> <p>Identify replacement priority for additional UPS systems scheduled to be ordered this period</p> <p>Continue to monitor the health and condition of the college's UPS systems to proactively address issues and recommend upgrades where needed</p>
Provide IT support for the Rural Utility Services (RUS) Grant implementation of video classrooms in 5 locations	<p>ILT continued to support the Distance Education Connect classroom program this period; Systems staff provided support services to address failures in connectivity and minor adjustments were made to the technology based on Distance Education department and faculty requests</p> <p>Documentation: ILT Intranet Archive of ILT Staff Meeting Minutes</p>	<p>ILT Systems staff will continue to monitor the equipment and bandwidth for delivery of Connect classes and provide support as necessary</p> <p>ILT will maintain a service contract for three health-checks per academic year and emergency maintenance as needed</p>

Goal No. 7

7. Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement.

Expected Outcome for Goal No. 7

- 7.1 Publish divisional and departmental plans of action, annual effectiveness reports, unit reviews, and unit outcomes that reflect and support the College's strategic plan and annual goals.
- 7.2 Complete EPMS process annually for all staff, ensuring they support the annual plans of action.
- 7.3 Implement the College Facilities Master Plan.
- 7.4 Comply with the Information Security Plan requirements.
- 7.5 Comply with "red flag rule" requirements and prevent identity theft.
- 7.6 Maintain and update a multi-year strategic technology plan.
- 7.7 The QEP will be supported with sufficient resources.

Supports College Strategic Goal: 1, 2, 8

Supports College Annual Goal: All

Supports Division Goal: N/A

Strategy	Outcomes Accomplished from Strategies Implemented	Use of Results for Continuous Improvement
Develop and complete plans of action for the division and departments by deadlines	Divisional and departmental plans of action completed on time for all areas Documentation: Planning Share Drive	Plans of action are monitored during the year and an effectiveness report is prepared at the end of the year
Review results from College surveys and other means of assessment to improve services	All applicable surveys, evaluations, and reports were reviewed for feedback on Business Affairs Division services as documented in this AER Documentation: Planning and IE Share Drives	Most results were positive but negative comments were reviewed and assessed, and will be improved upon in the coming year
Perform an Administrative Unit Review and Assessment for the Accounting and ILT departments	AURs were conducted for the Accounting and ILT departments and reports completed Documentation: Planning Share Drive	Results of the AUR being used in FY 19 AER and FY 20 POA; the Auxiliary Services, HR, and Safety/Security departments will complete AURs in FY 20
Use the results of the TechQual+ survey and Student survey along with input from existing user groups to update a multi-year strategic technology plan	A 3-year continuous technology plan was developed for the College which delineates technology needs and projects, estimates budget requirements, and provides a forecast of which fiscal year the project is scheduled for implementation Documentation: CCTC ILT Technology Plan FY 20-FY 22	ILT will update this 3-year plan annually with input from faculty, staff, and students through the use of assessment tools and focus group input (Banner, Academic Technology Planning, and Digital Communities)

Assess progress of POA objectives and compile an annual effectiveness report showing outcomes and use of results	Divisional and departmental effectiveness reports were completed showing outcomes and use of results Documentation: Planning Share Drive	Effectiveness reports are used in developing the following year's plans of actions
Assess departmental outcome benchmarks for 18-19 and update outcome report with results	Departmental outcome benchmarks for 18-19 were assessed and the outcome reports were updated with results Documentation: Planning Share Drive	Results are used in developing the following year's plans of actions
Prepare Employee Performance Management System (EPMS) documents for all employees by deadlines	EPMS documents prepared and submitted for all Business Affairs employees by deadline Documentation: HR Records	Objectives and success criteria for individual employees are tied to departmental plans of action
Ensure that the College capital plan and budget reflect the priorities of the Facilities Master Plan as resources allow	The Facilities Master Plan was used in developing the annual capital plan and budget Documentation: Facilities Master Plan; Capital Projects Budget	A new (Academic and) Facilities Master Plan is being developed and will be completed in FY 20; the Facilities Master Plan will be reviewed annually and adjusted if needed, and used as a basis for planning large capital projects
Update and monitor the Information Security Plan	ILT updated the membership and reconvened the internal CCTC Information Security Team to review the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure This team is working to update the annual internal risk assessment process for administration later in 2019; additionally, the department anticipates conducting an external, third-party risk assessment every three (3) years Documentation: ILT Information Security Program and annual Information Security Plan	Upon completion of the Information Security Program and Risk Assessment Procedure updates, ILT will administer the Annual Data Set Inventory, Data Classification, and Risk Assessment Procedure across all college academic and administrative department The results of the annual internal assessment as well as the triennial external assessment will be used to formulate the College's annual Information Security Plan to include an updated InfoSec gap analysis with respect to SCTCS policy 4-4-105 and set goals and budget requirements for identified InfoSec initiatives

Update and monitor the identity theft program	<p>Completed as part of the Information Security Plan review</p> <p>Documentation: ILT Information Security Program and annual Information Security Plan</p>	This will be evaluated in FY 20 to determine if it can be included in another plan
Support the QEP project with resources as needed	<p>QEP data is being continuously collected. Analysis is ongoing to improve student success</p> <p>Documentation: QEP Steering Share Drive</p>	Ongoing analysis of data used to make continuous changes to the QEP project